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# NAVAL POSTGRADUATE SCHOOL Monterey, California



## THESIS

**COST ANALYSIS OF THE UNITED STATES MARINE  
CORPS FEDERAL EMPLOYEES' COMPENSATION ACT  
(FECA) PROGRAM**

by

William Ma

December 2001

Thesis Advisor:  
Associate Advisor:

Lawrence R. Jones  
Daniel E. Barber

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**COST ANALYSIS OF THE UNITED STATES MARINE CORPS FEDERAL  
EMPLOYEES' COMPENSATION ACT (FECA) PROGRAM**

William Ma  
Captain, United States Marine Corps  
B.S., University of Arizona, 1996

Submitted in partial fulfillment of the  
requirements for the degree of

**MASTER OF SCIENCE IN MANAGEMENT**

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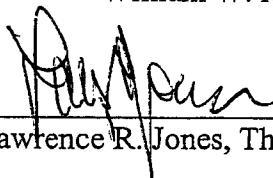
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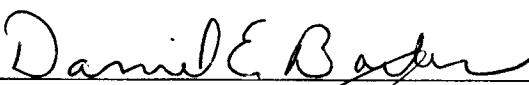


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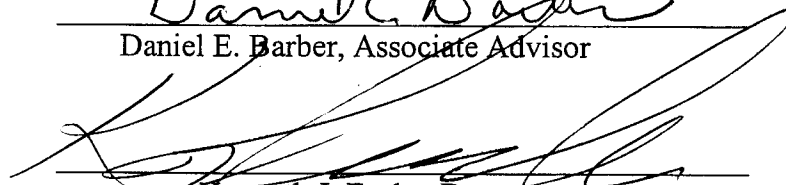
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## **ABSTRACT**

The Federal Employees' Compensation Act (FECA) provides workers' compensation benefits to approximately 14,000 United States Marine Corps (USMC) civilian personnel at an annual cost of about \$19M. An analysis of the USMC FECA Program was performed to discover ways to better manage and reduce these costs. This analysis identified the main cost drivers of the Marine Corps FECA Program over the past five years. Total FECA costs from 1996 through 2000 were broken down by the top five most recurring injuries; total cases and costs were traced to activities/installations and groupings of units that share similar missions to provide useful information for commanders and FECA Program Managers across the Marine Corps; and, all cases for 2000 were broken down by case age distribution. Recommendations were then provided for implementation throughout the major USMC commands to reduce FECA costs across the Marine Corps.



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## I. INTRODUCTION

In 1882, Congress passed the nation's very first workers' compensation legislation. After numerous hearings and amendments, this legislation has evolved into what is currently known as the Federal Employees' Compensation Act (FECA). The intent behind the legislation as it stands today is to "return Federal workers to gainful employment through efficient and equitable claims management" (Nordlund, 12).

Department of Defense civilian employees who sustain work related injuries or illnesses are entitled to compensation and medical treatment as mandated by the FECA. The Department of Labor (DoL) Office of Workers' Compensation Programs (OWCP) has oversight authority of the FECA Program for all federal agencies and makes compensation payments directly to the injured parties and pays for all authorized medical treatment associated with the work related injuries or illnesses. The OWCP receives reimbursement from agencies through a charge-back system in which the OWCP bills agencies for all FECA payments made and costs incurred for their respective employees. As mandated by Title 5 USC Section 8147, prior to 15 August of each year, the Secretary of Labor shall furnish a statement showing the total of all payments made by the OWCP between 1 July through 30 June [referred to as the "compensation benefits year" or CBY] of the preceding year to agencies having employees that were provided compensation benefits under the FECA. The agency, in turn, will include in its annual budget submission for the fiscal year beginning in the next calendar year an amount equal to the costs incurred during the CBY period.

In fiscal year 2000, the Department of Labor charged the Department of Defense \$601.5M for medical care and compensation payments provided to Federal employees who sustained work-related injuries and/or illnesses between the period of 1 July 1999 to 30 June 2000, thus, making the average daily FECA expense incurred by the Department of Defense \$1.6M per day. Of this, the Marine Corps was responsible for \$19.3M worth of medical care and compensation payments made to its civilian workforce during CBY 2000. This total is currently included in the Marine Corps' FY 2002 budget submission and, once appropriated by congress, will be taken from the Operation and Maintenance

funds of the installations/activities last to employ the injured/disabled civilian employee. Beginning in FY 1990, the Department of Defense Comptroller mandated that each installation/activity be charged for its respective FECA related costs to heighten the cost awareness of each installation/activity commander (OPNAVINST 12810.1, 1-2). The intent behind this comptroller decision was to promote aggressive FECA Program cost management at the installation/activity level.

A recent Center for Naval Analyses (CNA) study, released in March 2001, cited the success story of Navy Region Southwest and its ability to systematically reduce its number of active FECA cases. This decline in active cases has resulted in the reduction of total FECA costs incurred by the respective commands of this region. The case reduction initiatives mentioned in this study, when adopted by major Marine Corps installations and activities, could result in lower total USMC FECA Program costs.

#### **A. PURPOSE AND POTENTIAL BENEFIT OF STUDY**

As the Marine Corps' civilian workforce decreased from 18,576 to 14,413<sup>1</sup> between FY 1990 and FY 2000, the total charge back payments made to the OWCP have increased from \$17.9M in CBY 1990 to \$19.3M in CBY 2000<sup>2</sup>. To survive in today's fiscally constrained environment, it is necessary to examine the nature of USMC FECA Program costs in an attempt to discover ways to manage and reduce them. This study will identify the current status of the Marine Corps' FECA Program and then make recommendations for potential cost reduction initiatives. End result desired: To realize savings through lower FECA costs.

#### **B. RESEARCH QUESTIONS**

##### **1. Primary Research Question**

What are the significant cost drivers of the USMC FECA Program?

##### **2. Secondary Questions**

- What measures can be taken to reduce total FECA costs?
- How do the FECA Programs of installations/activities that share similar missions compare with one another?

---

<sup>1</sup> These figures do not include foreign-national indirect hires (FNIHs).

<sup>2</sup> Values are in actual dollars and have not been adjusted to eliminate the inflationary effects of annual pay and locality increases as well as average annual increases in health care service costs.

### **C. THESIS SCOPE**

The scope of this thesis will focus on the total number of active USMC cases and the costs incurred by each individual command as well as total USMC figures. Prior year costs will be included for trend analysis.

### **D. THESIS METHODOLOGY**

The research methodology used in writing this thesis included a comprehensive literature review that included: Department of Defense (DoD), Department of the Navy (DoN) and USMC orders and directives; Congressional hearings pertaining to the FECA; the FECA legislation; and journal articles. Historical data was obtained through Headquarters Marine Corps (HQMC), the Naval Sea Systems Command (NAVSEA) FECA Management Information System (FECAMIS) database, the Navy Occupational Safety and Health (N-454/NAVOSH) website, and a recent Center for Naval Analyses (CNA) study on the FECA Program.

This data will be analyzed and discussions with key program personnel will be used to identify trends regarding total FECA program costs over the years.

### **E. CHAPTER OVERVIEW**

Chapter II provides a brief history of our nation's workers' compensation programs and a legislative summary of the current FECA statute. Eligibility requirements and compensation and medical benefits provided to civilian employees who have sustained work-related injuries/illnesses under the current FECA statute will also be presented in this chapter.

Chapter III provides an overview of the USMC FECA Program and introduces cost data for the past five years. This cost data will then be broken down by base/installation or groupings thereof to identify significant cost drivers and to provide useful information for FECA Program managers across the Marine Corps.

Chapter IV provides comparisons among similar units (or groupings thereof) within the USMC. The comparisons among similar units were made between Marine Corps Base (MCB) Camp Pendleton and MCB Camp Lejeune; West Coast/OCONUS Air Stations and East Coast Air Stations; and Marine Corps Logistics Base (MCLB) Barstow and MCLB Albany. Comparisons were made using the following metrics: cases per

hundred civilian employees; average cost per case; and, average cost per employee. This benchmarking identifies areas for further research with regard to comparing and contrasting the program management efforts of the respective injury compensation program administrators (ICPAs) and local program managers of different units that share similar missions. It also identifies the primary injury categories for these units and/or groupings thereof.

Chapter V summarizes the success stories and cost reduction initiatives identified in a recent CNA study dated March 2001, “An Analysis of Navy Workers’ Compensation Costs.” A summary of the cost savings initiatives employed by the Tobyhanna Army Depot will also be included for potential USMC application.

Chapter VI provides program management recommendations to be implemented throughout the major USMC commands to reduce total FECA costs. These recommendations include light duty and return to work programs and aggressive case management. In addition, this chapter summarizes the findings and benefits of this research.

## **II. WORKERS' COMPENSATION: THEN AND NOW**

This chapter provides a brief history of our nation's workers' compensation system and a legislative summary of the current FECA statute. Eligibility requirements as well as compensation and medical benefits provided to civilian employees who have sustained work-related injuries/illnesses under the current FECA statute will also be presented in this chapter.

### **A. HISTORY OF WORKER'S COMPENSATION IN THE STATES**

Before the passage of the nation's first workers' compensation law, injured employees were forced to rely upon torts and common law rulings (Nordlund, 4; AAOHN, 340; Guyton, 106; Fishback and Kantor, 2). Relying upon torts was an expensive and time-consuming process for both the injured employee and the employer and settlements were erratic (Guyton, 107; AAOHN, 340). Out of 210 injury suits filed in Wisconsin State Courts in 1904, sixty-four percent were thrown out and the average wait for cases to go before a judge was two years (AAOHN, 340).

Common law provided the legal background for injured worker cases and required the injured parties seeking compensation to prove their employers were negligent and the resulting injury was the fault of his/her employer (Gerdes, 17). In the process of proving negligence on the part of their employers, the injured parties were faced with three practically ironclad defenses enjoyed by employers under common law: contributory negligence; fellow-servant rule; assumption of risk doctrine (Gerdes, 17; Nordlund, 4; AAOHN, 340; Guyton, 106; Fishback and Kantor, 30-31).

Contributory negligence. If the employer could prove that the injured employee was at least partially responsible for the sustained injury, then the employee was not eligible to receive damages for his/her injury and the employer would not be held liable. An example cited by Guyton was the case of *Martin v. the Wabash Railroad*. In this case, a freight conductor fell off his train and brought suit against the Wabash Railroad because the cause of his fall was due to a loose handrail. The Wabash Railroad was found not liable under the contributory negligence defense because inspecting the train for faulty equipment (loose handrails) was one of the freight conductor's job duties.



Fellow servant rule. Under this defense, employers were not liable for injuries resulting from the action, inaction, and/or negligence of a fellow employee. The case of *Farnwell (sic) v. The Boston and Worcester Railroad Company* established the precedent for this defense (Guyton, 106). Judge C. J. Shaw's opinion in this case stated that Farwell must either bear the loss himself or seek remedy against the negligent employee. In effect, this defense encouraged injured employees not to sue the employer, but to sue their fellow employees instead (Nordlund, 4).

Assumption of risk. If the previous two defenses failed to release the employer from liability, the employer could rely on the assumption of risk doctrine in most cases. This defense argued that employees were aware of the risks associated with their particular job/position prior to accepting employment, therefore, accepting the inherent risks of the position. Occasionally, employees were required to sign contracts that gave up their right to sue for injury prior to accepting employment. These contracts became known as "the worker's right to die" or "death contracts" (Guyton, 106).

In 1907, a survey concluded that only about seventeen percent of all injury accidents were caused by negligence or fault of the employer (Gerdes, 17). Although few employees were capable of proving negligence or fault by their employers, those that did won very large awards (Nordlund, 4). The unpredictable nature of large award settlements and difficulty faced by injured employees in proving negligence or fault on the part of their employers prompted the enactment of the first workers' compensation laws in the states. These laws benefited both employers and employees as employers were no longer subject to paying large settlement awards and injured employees no longer had to prove negligence or fault of their employer. In 1911, Wisconsin was the first state to enact a workers' compensation law. By 1920, all but eight states had adopted compensation laws. In 1948, Mississippi was the last state to adopt such a law. (Gerdes, 17)

## **B. HISTORY OF FEDERAL WORKERS' COMPENSATION LAWS**

The following history of our nation's workers' compensation programs is taken from Willis J. Nordlund's, "The Federal Employees' Compensation Act." In his work, Nordlund provided a comprehensive history of the events that shaped the current Federal

Employees' Compensation Act as it stands today. A summary of Nordlund's piece follows.

In 1882, the federal government enacted its very first workers' compensation law. This law was extremely limited as it only covered federal employees working in certain "life saving" agencies such as the Coast Guard. Coverage was granted to these employees because of the hazardous conditions associated with their positions. One of the main deficiencies of this earlier version was that it implied that the injury or death of one worker was more deserving of compensation solely because he/she served in a "life saving" occupation.

A more comprehensive bill was signed into law in 1908 that extended coverage to federal workers in all hazardous occupations. Even after extending coverage to all hazardous occupations, it still only provided coverage to approximately twenty-five percent of the federal workforce. Again, this version experienced the same problems as the earlier version as it too implied that the injury or death of one worker was more deserving of compensation because he/she served in a hazardous occupation.

To correct deficiencies in the previous two versions of the federal workers' compensation law, lawmakers shifted focus towards compensating for the injury, not the occupation undertaken that led to the injury. Nordlund cited Senate testimony of 1916 stating that there existed no logical reason for making the distinction between hazardous employment and non-hazardous employment. The only difference, as stated in the testimony, is that there will be more accidents associated with hazardous occupations than non-hazardous occupations. As a result of this testimony, other congressional hearings, and arguments stating that it was a national disgrace that the federal government does not provide for its injured workers in a manner as generous as the states, President Wilson signed into law the Federal Employees' Compensation Act (FECA) on 7 September 1916. The FECA of 1916 extended coverage to all civil employees of the federal government injured or killed in the line of duty and, along with its several amendments, stands in effect today as the driving force behind the workers' compensation program for all federal agencies and departments.

### **C. LEGISLATIVE SUMMARY OF THE FECA**

The FECA of 1916 has been amended several times since its enactment. This section provides a brief summary of the most recent major amendments made to the FECA of 1916. This information was compiled and taken from various volumes of the United States Code Congressional and Administrative News and Title 5 of the United States Code.

Public Law 85-608 of 1958: This amendment to the FECA extended coverage and benefits to federal employees employed outside the United States. It provides protection similar to that provided to contractors' employees with respect to war-risk injuries and death.

Public Law 86-768 of 1960: This amendment was signed into law to correct the inequities that existed between the benefits of federal employees who are injured in the performance of their duties and the benefits of the dependents of those who died as a result of such injuries. Prior to this amendment, compensation paid to dependents was computed on the basis of the monthly pay received by the employee on the date of injury that resulted in death. As a result, the benefits paid to dependents for fatal injuries sustained in previous years were substantially smaller than benefits paid on present cases as they failed to reflect annual increases in pay and wage rates.

Public Law 88-508 of 1964: This amendment extended the 'right to appeal' to employees of the Canal Zone Government and the Panama Canal Company. Prior to the passage of this amendment, these employees were the only federal employees who did not have the right to appeal adverse determinations regarding their compensation claims to the Employees' Compensation Appeals Board.

Public Law 89-488 of 1966: This amendment removed the dollar ceiling limitations on benefits and stated that the maximum compensation benefits will be based upon a percentage (seventy-five percent) of the highest step of a GS-15. It also provided for the automatic increases of benefit payments to reflect increases in the Consumer Price Index.

Public Law 89-554 of 1966: This statute enacted Title 5 of the United States Code, "Government Organization and Employees" and codified the laws pertaining to the

organization of the Government of the United States and to its civilian officers and employees. The FECA was subsequently placed under Title 5 of the United States Code where it can be found today.

Public Law 93-416 of 1974: This amendment authorized employees to select a physician of choice per the criteria established in the regulations and instructions set forth by the Secretary of Labor. It also created the new benefit/entitlement of Continuation of Pay.

Public Law 104-208 of 1996: This amendment authorized the head of any department or agency to pay from appropriations made available to the department or agency beginning in fiscal year 1997 a death gratuity not to exceed \$10,000 to the personal representative of a civilian employee of that department or agency whose death resulted from a work related injury occurring on or after 2 August 1990.

#### **D. CURRENT BENEFITS PROVIDED UNDER THE FECA**

In 1991, there were still 173 claims being paid that dated back to the Great Depression Era (Nordlund, 10). And, during hearings before the Subcommittee on Workforce Protections on 24 March 1998, the FECA was heralded as the “most generous workers’ compensation program in the United States”. Transcripts of the testimony revealed that the minimum benefit under the FECA (two thirds of GS-2 wages) is higher than the minimum mandated by all but four states. Also, the maximum benefits (three fourths of GS-15 pay) is the highest maximum in the country under any state workers’ compensation law. In a press release by U.S. Representative James C. Greenwood, Pennsylvania 8<sup>th</sup> District, on 2 March 2000, he stated that a married federal employee with two children who earns \$71,000 when hurt on the job can actually earn 102% of his/her take home pay under the FECA because FECA payments are not taxable. Regardless of the perceived inequities between federal and state workers’ compensation benefits and the ability of injured government employees to earn 102% of their normal pay under the FECA, benefits must be provided per the statutory requirements.

The Department of Defense Civilian Personnel Manual (DoD CPM) outlined six categories of benefits provided under the FECA. They are as follows:

- Medical benefits. Medical benefits shall be provided to federal employees who sustain work related injuries and/or illnesses to pay for services and

supplies (to include pharmaceuticals and prosthetic devices) provided by, prescribed by, and/or recommended by qualified medical physicians. There is no limit to the medical benefits an injured/ill employee is entitled to as long as the costs are the result of work related injuries. Employees are entitled to select a physician of their choice to provide medical treatment; however, the physician and treatment provided must meet the criteria established in the regulations and instructions set forth by the Secretary of Labor. Also, there shall be no charge for DoD employees who are treated at federal government medical facilities.

- Disability compensation benefits. A federal employee who is declared totally disabled is entitled to monthly compensation payments equal to two thirds of his/her monthly pay. If the employee has one or more legal dependents, he/she is entitled to three fourths of his/her monthly pay. These payments are tax-free. Per the FECA, the loss of use of both hands, both arms, both feet, or both legs, and/or the loss of sight of both eyes would constitute total disability. If a federal employee is deemed partially disabled, he/she will be entitled to monthly compensation payments equal to two thirds of the difference between his/her monthly pay and his/her monthly earning capacity after the partial disability. If the employee has dependents, compensation would be three fourths the difference rather than two thirds. These payments are also tax-free.
- Schedule compensation benefits. The DoD CPM states that each extremity or function is rated under the FECA for a specific number of weeks of compensation. If an employee suffers from a permanent disability resulting from the loss, or loss of use, of a member or function of the body, he/she will receive compensation for the duration specified in the FECA compensation schedule. For example, an employee who loses an arm will receive 312 weeks of compensation per the schedule and an employee who loses a leg will receive 288 weeks of compensation. The complete compensation schedule can be found in Title 5 USC Section 8107. Also, according to the DoD CPM, schedule awards can be paid in addition to full salary.
- Vocational rehabilitation. The Secretary of Labor may direct permanently disabled individuals in receipt of compensation benefits to undergo vocational rehabilitation. The costs of any such training will be charged to the employee's original employer to include an additional monthly allowance not to exceed \$200 for personal maintenance. Also, employees are entitled to compensation payments during training. Upon completion of a rehabilitation program, the employee is expected to actively seek employment.
- Continuation of pay (COP). Employees who sustain work related traumatic injuries are entitled to continuation of pay payments for a period not to exceed 45 days to compensate for lost wages due to the traumatic injury. These payments are not considered compensation under the FECA

and are to be provided by the employer while the employee awaits determination on his/her claim for compensation. When the employee's claim is accepted and compensation payments are authorized, compensation does not begin to run until the COP period ends. If the Secretary of Labor denies the employee's claim, all COP payments shall either be charged as sick or annual leave accrued by the employee or recouped as overpayments.

- Death benefits. If an employee's death was the result of a job related injury and/or illness, his/her dependents will be entitled to benefits depending on the situation of the surviving beneficiaries. For example, a widow or widower with no eligible children is eligible to receive 50% of the deceased employee's regular pay. If the widow or widower had eligible children, then he/she would be eligible to 45% of the deceased employee's regular pay, plus an additional 15% for each child (not to exceed a total of 75% of the deceased employee's regular pay). A comprehensive listing of death benefits provided to eligible surviving beneficiaries can be found in Title 5 USC Section 8133. These payments are also free from taxation.

#### **E. ELIGIBILITY REQUIREMENTS**

Title 5 USC Section 8102 states that benefits shall be provided to employees who sustain work related injuries and/or illnesses or to surviving beneficiaries of employees whose deaths are due to work related injuries and/or illnesses unless the injury or death was caused by one of the following:

- Willful misconduct of the employee
- Caused by the employee's intention to bring about the injury or death of himself or another
- Proximately caused by the intoxication of the injured employee.

Other instances where claimants may no longer be entitled to benefits under the FECA include, but are not limited to the following:

- The beneficiary is convicted of a felony violation, he/she forfeits as of the date of conviction any entitlements he/she was previously entitled to prior to the conviction
- The beneficiary is convicted of fraud related to FECA claims
- If, after being cleared by a medical physician, the claimant refuses to seek suitable work or willfully declines to accept work after it is offered
- If the employer successfully controverts (disputes) a claim by providing enough evidence to convince the Secretary of Labor to overturn a disability determination.

A comprehensive listing of instances where a claimant's benefits may be reduced and/or terminated can be found in the DoD CPM.

The following chapter presents an overview of the USMC FECA Program and introduces cost data for the past five years. Total USMC FECA figures will first be presented to provide a broad overview of the Marine Corps' total FECA costs and to identify significant cost drivers. This cost data will then be broken down by base/installation or groupings thereof to provide useful information for FECA Program managers across the Marine Corps.

### **III. THE USMC FECA PROGRAM**

Beginning in FY 1990, the Department of Defense Comptroller mandated that each installation/activity be charged for its respective FECA related costs to heighten the cost awareness of each installation/activity commander. The intent behind this comptroller decision was to promote aggressive FECA Program cost management at the installation/activity level. Because of this, the Marine Corps FECA Program is decentralized and requires each major Marine Corps installation to manage its own local FECA Program. FECA Program metrics and analyses of these metrics were therefore broken down by the following major bases and stations and groupings of units that share similar missions:

- Headquarters Marine Corps and Other Activities
- Marine Corps Training Commands
- Marine Corps Base (MCB) Camp Pendleton
- MCB Camp Lejeune
- Marine Corps Air Ground Combat Center (MCAGCC) Twentynine Palms
- Marine Corps Bases Japan
- MCB Hawaii
- West Coast/OCONUS (Iwakuni/Futenma) Air Stations
- East Coast Air Stations
- Marine Corps Recruiting Command
- Marine Corps Materiel Command

Total USMC FECA figures will first be presented to provide a broad overview of the Marine Corps' total FECA costs. Figures for each of the above listed bases/installations, or groupings thereof, will then follow to provide useful information for FECA Program managers across the Marine Corps.

The detailed cost data used in this research was obtained through the NAVSEA FECAMIS database. A FECA data sample can be found in Appendix A. The data obtained through the NAVSEA FECAMIS database did not precisely match the top line USMC figures; however, the database provided enough data to support the scope of this research. Table 3.1 displays the proportion of the top line USMC figures (total cases and



total charge-back costs) that could be explained by the data retrieved from the database for compensation benefits year (CBY) 96 through CBY 00. The CBY for any given year includes data from 1 July of the previous calendar year and ends 30 June of the CBY year as mandated by Title 5 USC Section 8147. For example, CBY 00 includes the FECA data from 1 July 99 – 30 June 00.

	Total USMC Cases	Total USMC FECA Costs
CBY 00	99.2	99.3
CBY 99	99.1	99.4
CBY 98	98.8	98.6
CBY 97	98.7	97.9
CBY 96	98.5	92.5

Table 3.1. Proportion of Data Obtained through FECAMIS Compared to HQMC Figures Presented as Percentages.

The following table (Table 3.2) compares the data retrieved from each source. The total cases and total costs from each source were used to compute the above listed percentages. For example: the FECAMIS database only accounted for 2397 (or 99.2%) of the total 2417 cases reported by the USMC in CBY 00 and only \$19,167,356 (or 99.3%) of the \$19.3M of total FECA Program costs reported by the USMC.

	USMC FIGURES		FECAMIS DATA			
	Cases	Total Costs	Cases	Medical Costs	Compensation Payments	Total Costs
CBY 00	2417	\$19.3M	2397	\$4,428,537	\$14,738,819	\$19,167,356
CBY 99	2235	\$18.9M	2214	\$4,639,592	\$14,154,684	\$18,794,276
CBY 98	2537	\$18.2M	2506	\$4,014,213	\$13,934,475	\$17,948,688
CBY 97	2673	\$18.1M	2637	\$3,762,048	\$13,965,908	\$17,727,956
CBY 96	2647	\$19.4M	2607	\$4,058,259	\$13,879,270	\$17,937,529

Table 3.2. Comparison of Data Obtained from Both Data Sources in Actual Dollars.

The FECAMIS data was used to identify significant cost drivers for each of the major units and groupings of units previously listed. Also, comparisons of injury types and occurrences and total medical and compensation costs were made to allow for the benchmarking of similar units and groupings of units against one another. Comparisons of these metrics will be made between MCB Camp Pendleton and MCB Camp Lejeune, West Coast/OCONUS Air Stations and East Coast Air Stations, and Marine Corps Logistics Base (MCLB) Barstow and MCLB Albany in the next chapter.

**A. TOTAL USMC FIGURES**

Because the top line USMC figures gathered in this research were not separated by cost component (medical expenses and compensation payments), the average proportion of medical expenses to total FECA charge-back costs for the past five years of the data retrieved through the FECAMIS database was applied to the top line USMC figures to approximate the allocation of costs for each component. The separation of these two cost components indicates that the majority of total USMC FECA Program costs is driven by compensation payments. The proportion of compensation payments to total costs from CBY 96 to CBY 00 were 76.9%, 75.3%, 77.6%, 78.8% and 77.4% respectively. On average, 77.2 cents of every dollar paid out under the FECA program over the past five years went towards providing compensation payments. Figure 3.1 shows the proportion of each cost component relative to the total FECA charge-back costs for the past five years.

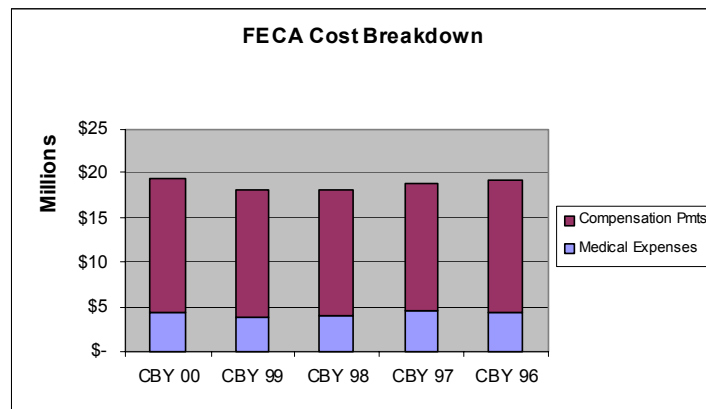


Figure 3.1. Proportion of Cost Components to Total Actual Costs.

The separation of these two cost components also allowed for a more accurate conversion into constant 1996-year dollars. Average annual increases in civilian pay and locality rates (provided by HQMC) and average annual increases in medical care (taken from Consumer Price Index data) were used to deflate compensation payments and medical expenses respectively. Figures 3.2 through 3.4 show how these costs have changed over the years.

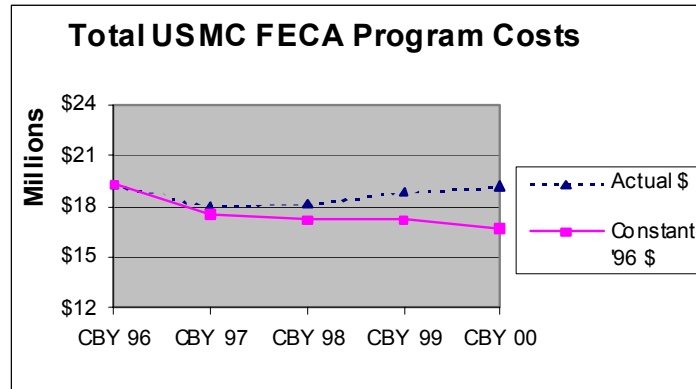


Figure 3.2 Total USMC FECA Program Costs from CBY 1996 through CBY 2000.

Over the past five years, there appears to be little to no change in actual costs when comparing CBY 96 figures to CBY 00 figures; however, a 13.3% decrease in total costs from CBY 96 to CBY 00 is apparent when converting these cost figures into constant 1996-year dollars. This downward trend is the result of the 8% overall decrease in total cases from CBY 96 to CBY 00 as shown in Table 3.2, but the cost savings realized by the reduction of total cases has been concealed by the inflationary effects of rising compensation and health care expenses. As inflation continues to overshadow the case reduction and cost containment efforts of injury compensation program administrators (ICPAs) and FECA Program managers, a more focused approach must be taken to combat these rising costs.

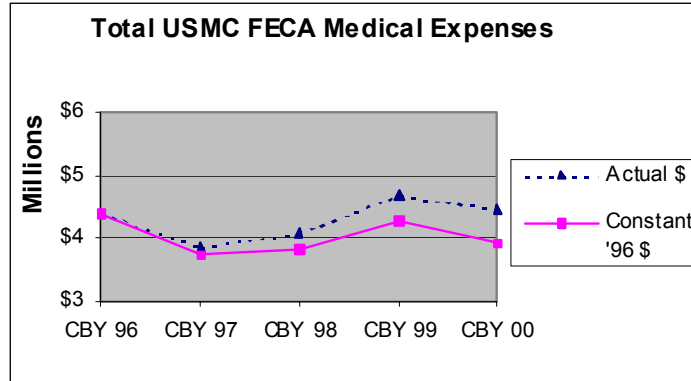


Figure 3.3 Total USMC FECA Medical Costs from CBY 1996 through CBY 2000.

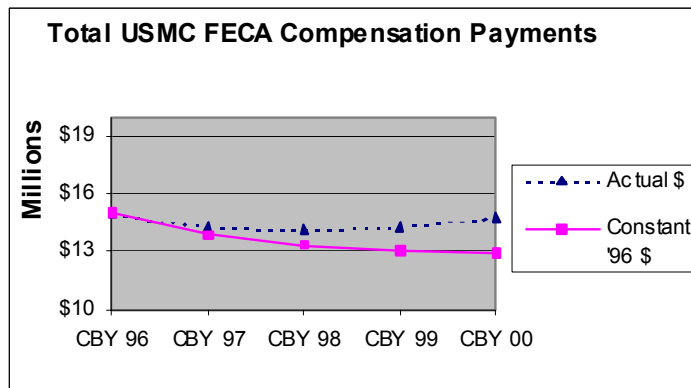


Figure 3.4 Total USMC FECA Compensation Payments from CBY 1996 through CBY 2000.

Figures 3.1-3.4 depict the cost totals reported by HQMC adjusted to reflect the proportion of the cost components (medical and compensation costs) found in the FECAMIS database. All data, figures, and tables that follow represent the data obtained from the FECAMIS database. Again, as Tables 3.1 and 3.2 show that the data from these two sources differ, the database provided enough data to support the scope of this research.

Using the data obtained from the FECAMIS database, all cases over the past five years were categorized by nature of injury. Twelve thousand three hundred sixty one cases were categorized into one of 66 different injury types from CBY 96 to CBY 00

throughout the entire Marine Corps. The top five injury categories in order of frequency of occurrence are listed below and are shown in Table 3.3.

- Back strain – TB
- Multiple strains – TS
- Contusion; bruise, abrasion – TC
- Traumatic injury or disability (and incident) – other – T8
- Laceration; cut – TL

These five injury categories were responsible for 71% of total cases and 68% of total costs found in the FECAMIS database for CBY 00.

Injury Type	CBY 96		CBY 97		CBY 98		CBY 99		CBY 00	
	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs
<b>TB</b>	605	\$6,148,202	594	\$6,136,900	597	\$6,429,944	515	\$6,191,395	506	\$6,534,477
<b>TS</b>	520	\$3,118,097	558	\$3,209,394	567	\$3,363,732	459	\$3,246,901	461	\$3,383,787
<b>TC</b>	336	\$1,316,155	322	\$1,330,781	285	\$1,200,611	210	\$1,167,773	205	\$1,123,496
<b>T8</b>	160	\$500,596	264	\$774,286	227	\$1,037,786	287	\$1,269,690	410	\$1,756,343
<b>TL</b>	141	\$367,602	120	\$278,819	122	\$355,083	106	\$368,238	120	\$308,354
<b><u>OTHERS</u></b>	<u>845</u>	<u>\$6,486,877</u>	<u>779</u>	<u>\$5,997,775</u>	<u>708</u>	<u>\$5,561,532</u>	<u>637</u>	<u>\$6,550,278</u>	<u>695</u>	<u>\$6,060,899</u>
<b>TOTALS</b>	<b>2607</b>	<b>\$17,937,529</b>	<b>2637</b>	<b>\$17,727,956</b>	<b>2506</b>	<b>\$17,948,688</b>	<b>2214</b>	<b>\$18,794,276</b>	<b>2397</b>	<b>\$19,167,356</b>

Table 3.3. Top Five Injuries USMC-wide by Total Cases and Actual Costs.

The fourth most frequent injury was categorized in the FECAMIS database as traumatic injury or disability (and incident) – ‘other’. This vague categorization is disconcerting as it is difficult to determine the underlying causes of these injuries. Any attempt to reduce injuries in this category will require a more accurate identification/description of the injury.

Figures 3.5 and 3.6 show the top five injuries in terms of frequency as a proportion of total injuries and total FECA costs for CBY 96.

### CBY 1996 Case Distribution

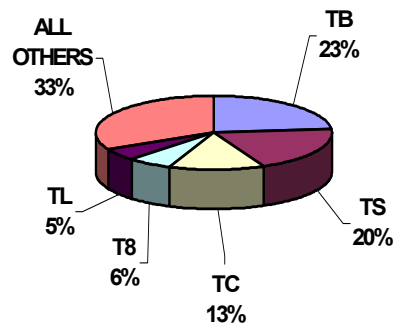


Figure 3.5. CBY 96 USMC Case Distribution.

### CBY 1996 FECA Cost Distribution

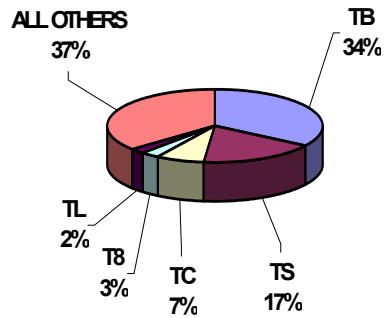


Figure 3.6. CBY 96 USMC FECA Cost Distribution.

In CBY 96, these top five injuries accounted for two thirds of all injuries and almost two thirds of all FECA costs. These five injuries have been, and still are, the main cost drivers of total USMC FECA expenses, as shown below in Figures 3.7 and 3.8.

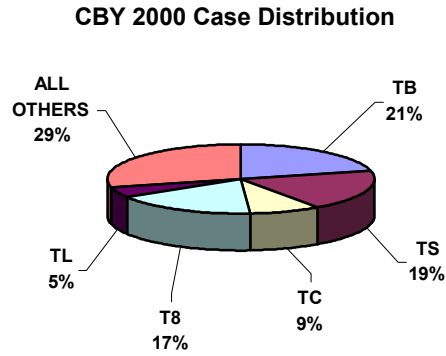


Figure 3.7. CBY 00 USMC Case Distribution.

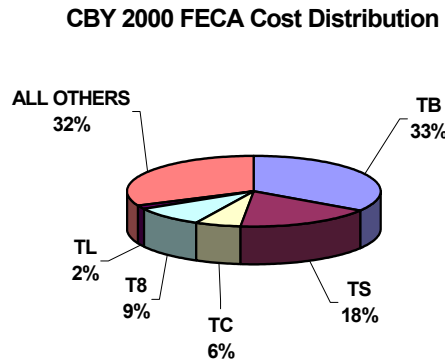


Figure 3.8. CBY 00 USMC FECA Cost Distribution.

As mentioned earlier, these five injuries were responsible for 71% of total cases in CBY 00 as compared to only 67% in CBY 96. The total cost of these injuries also increased from 63% to 68% as a proportion of total FECA costs. Each of these injuries has maintained its relative proportion to total cases and total costs over the past five years except for T8, traumatic injury or disability (and incident) – other. This category has nearly tripled in its relative weighting in both total cases and total FECA costs over the past five years.

It is apparent that any cost saving or injury prevention measures must be aimed towards the rehabilitation of employees afflicted by these top five injuries and the prevention of their future occurrences. However, policies and injury prevention measures targeted towards reducing the occurrences of, and costs associated with, these top five injuries may not apply to all installations/activities as different installations and activities

with inherently different missions may experience a different mix of prevailing injuries. Taking this into consideration, the following subchapters provide a more detailed look into the figures of different bases and stations and groupings of units that share similar missions. Each subchapter will present total FECA costs (separated by cost component), total cases, and the top five most recurring injuries from CBY 96 to CBY 00 for each of the eleven major bases and stations and groupings of units identified at the beginning of this chapter. Brief analyses will follow each category of data.

**B. HEADQUARTERS MARINE CORPS AND OTHER ACTIVITIES**

Appendix B lists the units that comprise this category. Table 3.4 displays the top line totals for this grouping of units and Figures 3.9-3.12 graphically present the trends of these top line metrics. Following these top line metrics, the top five injuries for this grouping of units in terms of frequency will be presented.

			Actual Costs		Constant 1996 Dollars	
	Total Employees	Total Cases	Total Medical	Total Compensation	Total Medical	Total Compensation
CBY 96	1474	52	\$54,272	\$68,706	\$54,272	\$68,706
CBY 97	1480	63	\$79,970	\$39,562	\$77,641	\$38,410
CBY 98	1384	73	\$55,345	\$97,706	\$52,168	\$92,276
CBY 99	1265	59	\$80,016	\$143,357	\$72,872	\$130,686
CBY 00	1265	57	\$80,952	\$165,325	\$70,821	\$143,809

Table 3.4. Top Line Data for HQMC and Other Activities from CBY 96 through CBY 00.

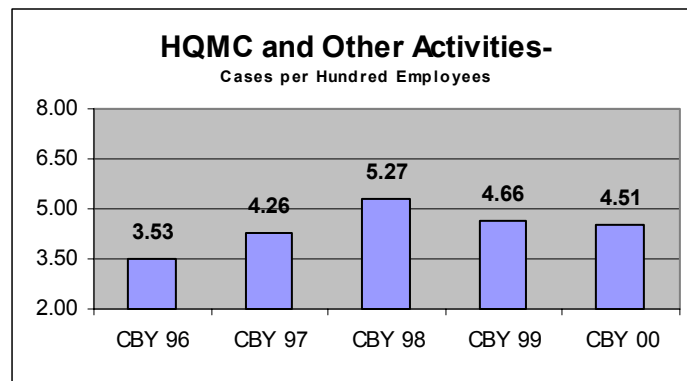


Figure 3.9. HQMC and Other Activities- FECA Cases Per Hundred Employees from CBY 96 through CBY 00.



The number of FECA cases per hundred employees peaked in CBY 98 and have since declined, but CBY 00 figures are still 27.7% higher than that of CBY 96. The increase in case rate has led to a 74.5% increase in total FECA costs for this grouping of units as measured in constant 1996-year dollars.

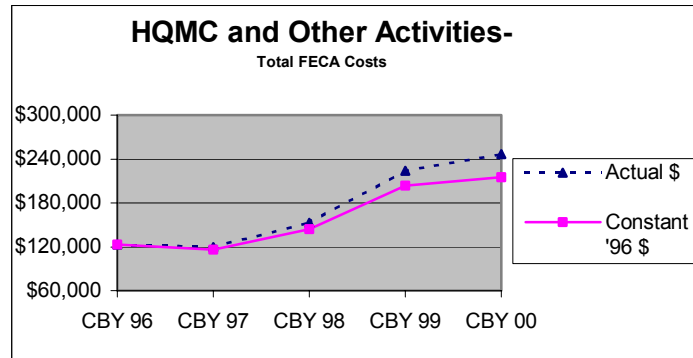


Figure 3.10. HQMC and Other Activities- Total FECA Costs from CBY 96 through CBY 00.

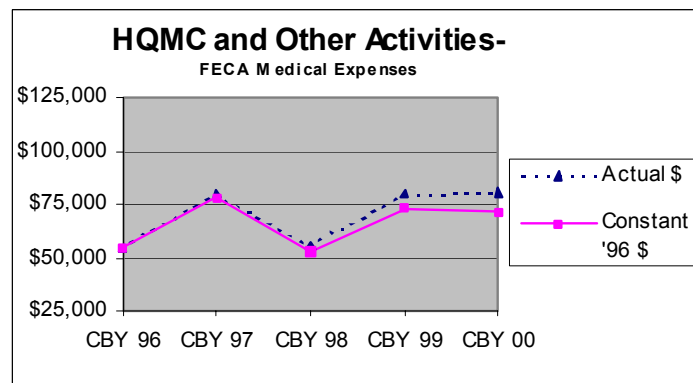


Figure 3.11. HQMC and Other Activities- Total Medical Expenses from CBY 96 through CBY 00.

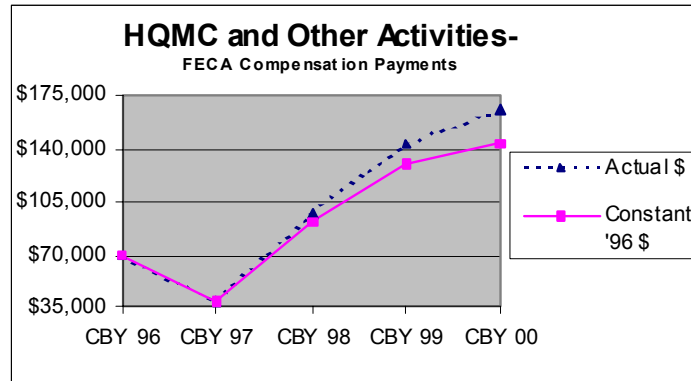


Figure 3.12. HQMC and Other Activities-Total Compensation Payments from CBY 96 through CBY 00.

Figures 3.11 and 3.12 illustrate the rise in constant medical costs and compensation payments, 30.5% and 109.3% respectively, from CBY 96 to CBY 00. In CBY 96, this grouping of units was responsible for .7% of the total USMC FECA costs found in the database. In CBY 00, this figure has increased to 1.3%; an 85.7% increase in its relative weighting of total USMC FECA costs.

Of the 28 different injury categories reported for this grouping of units from CBY 96 through CBY 00, the five most frequent injuries are listed below (three of which are also included in the top five most frequent USMC-wide injuries).

- Multiple strains – TS
- Contusion; bruise, abrasion – TC
- Back strain – TB
- Carpal tunnel syndrome – MC
- Mental disorder; emotional stress; nervous condition – DM

These five injuries accounted for 77% of all cases and 70% of total FECA costs in CBY 96 for this grouping of units. In CBY 00, the proportion of these injuries to total cases decreased from 77% to 72%, but the proportion of total costs increased from 70% to 83%. Table 3.5 shows the changes of these five injuries over the past five years.

Injury Type	CBY 96		CBY 97		CBY 98		CBY 99		CBY 00	
	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs
TS	10	\$1,616	16	\$11,530	23	\$15,108	18	\$78,541	13	\$32,384
TC	18	\$77,131	20	\$60,960	14	\$33,718	14	\$31,773	12	\$56,690
TB	9	\$6,747	10	\$9,993	9	\$23,584	4	\$35,938	9	\$64,167
MC	2	\$0	4	\$26,428	6	\$9,570	3	\$19,214	4	\$1,555
DM	1	\$0	1	\$0	5	\$40,783	3	\$23,217	3	\$49,357
<b>OTHERS</b>	<b>12</b>	<b>\$37,485</b>	<b>12</b>	<b>\$10,621</b>	<b>16</b>	<b>\$30,288</b>	<b>17</b>	<b>\$34,692</b>	<b>16</b>	<b>\$42,124</b>
<b>TOTALS</b>	<b>52</b>	<b>\$122,979</b>	<b>63</b>	<b>\$119,532</b>	<b>73</b>	<b>\$153,051</b>	<b>59</b>	<b>\$223,375</b>	<b>57</b>	<b>\$246,277</b>

Table 3.5. HQMC and Other Activities- Top Five Injuries by Total Cases and Actual Costs.

### C. MARINE CORPS TRAINING COMMANDS

Appendix B lists the units that comprise this category. Table 3.6 displays the top line totals for this grouping of units and Figures 3.13-3.16 graphically present the trends of these top line metrics. Following these top line metrics, the top five injuries for this grouping of units in terms of frequency will be presented.

	Total Employees	Total Cases	Actual Costs		Constant 1996 Dollars	
			Total Medical	Total Compensation	Total Medical	Total Compensation
<b>CBY 96</b>	1905	256	\$326,443	\$1,556,526	\$326,443	\$1,556,526
<b>CBY 97</b>	1890	258	\$341,939	\$1,606,286	\$331,980	\$1,559,501
<b>CBY 98</b>	1847	257	\$331,378	\$1,559,587	\$312,356	\$1,472,920
<b>CBY 99</b>	1804	258	\$603,915	\$1,621,282	\$549,998	\$1,477,980
<b>CBY 00</b>	1804	276	\$357,136	\$1,714,323	\$312,441	\$1,491,218

Table 3.6. Top Line Data for USMC Training Commands from CBY 96 through CBY 00.

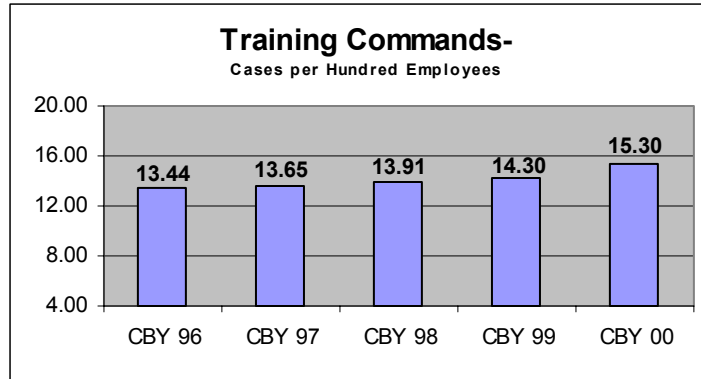


Figure 3.13. USMC Training Commands- FECA Cases Per Hundred Employees from CBY 96 through CBY 00.

The number of FECA cases per hundred employees across this grouping of units has risen from 13.44 to 15.30 over the past five years. Although the case rate per employee shows a 13.9% increase from CBY 96 to CBY 00, total FECA costs in constant 1996-year dollars decreased by 4.2% over the same period as shown in Figure 3.14.

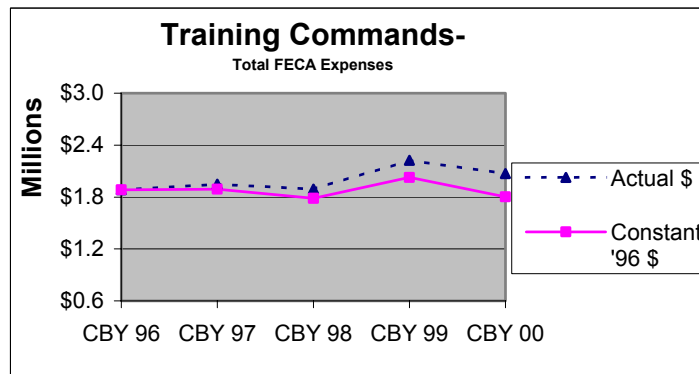


Figure 3.14. USMC Training Commands- Total FECA Costs from CBY 96 through CBY 00.

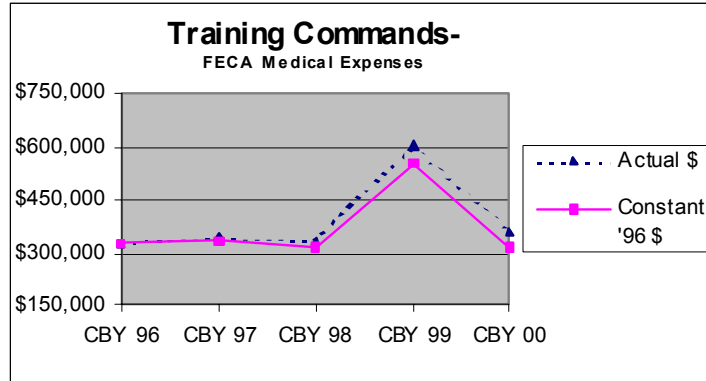


Figure 3.15. USMC Training Commands- Total Medical Expenses from CBY 96 through CBY 00.

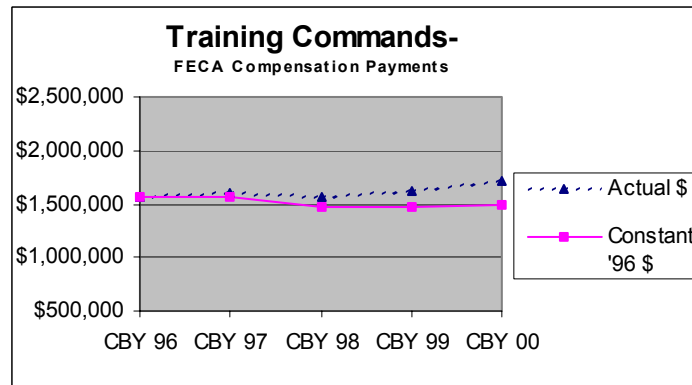


Figure 3.16. USMC Training Commands- Total Compensation Payments from CBY 96 through CBY 00.

In Figures 3.15 and 3.16, CBY 96 and CBY 00 figures have risen in actual dollars, but both show slight decreases when compared in constant dollars. In constant 1996-year dollars, both the 4.3% decrease in medical expenses and the 4.2% decrease in compensation payments contributed towards the reduction in total FECA costs for this category. In CBY 96, this grouping of units was responsible for 10.5% of the total USMC FECA costs found in the database. In CBY 00, this figure increased to 10.8%. The reason for the increased relative weighting is because the decrease in USMC-wide FECA costs from CBY 96 to CBY 00 was greater than the decrease realized by this grouping of units.

Of the 38 different injury categories reported for this grouping of units from CBY 96 through CBY 00, the five most frequent injuries are listed below (with four of the five being in the top five most frequent USMC-wide injuries).

- Back strain – TB
- Multiple strains – TS
- Contusion; bruise, abrasion – TC
- Fracture – TF
- Laceration; cut – TL

These five injuries accounted for 78.9% of total cases and 79.4% of total FECA costs in CBY 96 for this grouping of units. In CBY 00, the proportion of these injuries to total cases decreased from 78.9% to 77.2%, and the proportion of total costs decreased from 79.4% to 78.6%. Table 3.7 shows the changes of these five injuries over the past five years.

Injury Type	CBY 96		CBY 97		CBY 98		CBY 99		CBY 00	
	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs
<b>TB</b>	77	\$722,160	73	\$737,430	63	\$719,597	70	\$709,130	70	\$762,328
<b>TS</b>	47	\$304,477	53	\$313,157	64	\$399,686	65	\$349,779	79	\$384,832
<b>TC</b>	59	\$221,632	42	\$288,667	44	\$254,666	33	\$237,552	36	\$253,419
<b>TF</b>	11	\$187,147	17	\$193,328	15	\$174,550	10	\$182,869	12	\$194,900
<b>TL</b>	8	\$59,807	12	\$41,952	10	\$34,920	15	\$39,135	16	\$33,489
<b><u>OTHERS</u></b>	<u>54</u>	<u>\$387,745</u>	<u>61</u>	<u>\$373,691</u>	<u>61</u>	<u>\$307,545</u>	<u>65</u>	<u>\$706,732</u>	<u>63</u>	<u>\$442,491</u>
<b>TOTALS</b>	256	\$1,882,968	258	\$1,948,225	257	\$1,890,964	258	\$2,225,197	276	\$2,071,459

Table 3.7. USMC Training Commands- Top Five Injuries by Total Cases and Actual Costs.

#### D. MCB CAMP PENDLETON

Table 3.8 displays the top line totals for the MCB Camp Pendleton FECA Program and Figures 3.17-3.20 graphically present the trends of these top line metrics. Following these top line metrics, the top five injuries terms of frequency will be presented.

	Total Employees	Total Cases	Actual Costs		Constant 1996 Dollars	
			Total Medical	Total Compensation	Total Medical	Total Compensation
<b>CBY 96</b>	1480	399	\$1,024,301	\$2,882,716	\$1,024,301	\$2,882,716
<b>CBY 97</b>	1521	413	\$597,638	\$2,776,259	\$580,231	\$2,695,397
<b>CBY 98</b>	1458	374	\$856,808	\$2,588,173	\$807,624	\$2,444,348
<b>CBY 99</b>	1416	339	\$792,157	\$2,780,227	\$721,434	\$2,534,488
<b>CBY 00</b>	1416	395	\$855,309	\$2,550,845	\$748,269	\$2,218,874

Table 3.8. Top Line Data for MCB Camp Pendleton from CBY 96 through CBY 00.

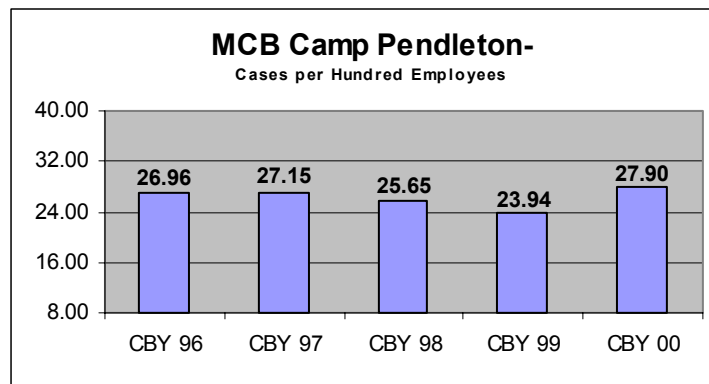


Figure 3.17. MCB Camp Pendleton- FECA Cases Per Hundred Employees from CBY 96 through CBY 00.

A downward trend in case rate per employee is apparent from CBY 97 to CBY 99, but this was offset by a 16.5% increase from CBY 99 to CBY 00. This spike left the CBY 00 case rate 3.5% higher than that of CBY 96. Although the case rate was at its highest level in five years in CBY 00, total FECA expenses incurred by MCB Camp Pendleton had actually decreased by 24.1% over the same period as measured in constant 1996-year dollars (as shown in Figure 3.18). This decline in costs (in constant 1996-year dollars) was the result of the combined 27.0% decrease in medical expenses and 23.0% decrease in compensation payments. For CBY 96, MCB Camp Pendleton was responsible for 21.8% of the total USMC FECA costs found in the database. For CBY 00, this figure decreased to 17.8%. Marine Corps Base Camp Pendleton is one of the main contributors of the decline in total USMC FECA costs.

It should be noted that MCB Camp Pendleton is one of two installations that employs a full-time ICPA. Marine Corps Air Station Miramar is the only other installation whose ICPA position is ‘full time’ and not a ‘collateral duty’ position. This full time position allows the ICPA to actively engage in case management to return disabled workers to work in a shorter time period. Thus, decreasing the duration of compensation payments paid to employees - the main source of FECA Program costs.

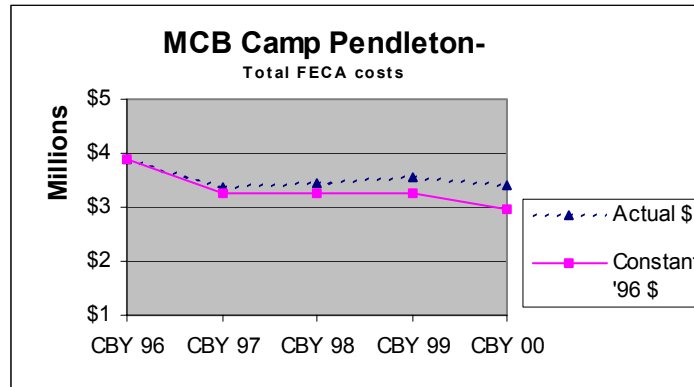


Figure 3.18. MCB Camp Pendleton- Total FECA Costs from CBY 96 through CBY 00.

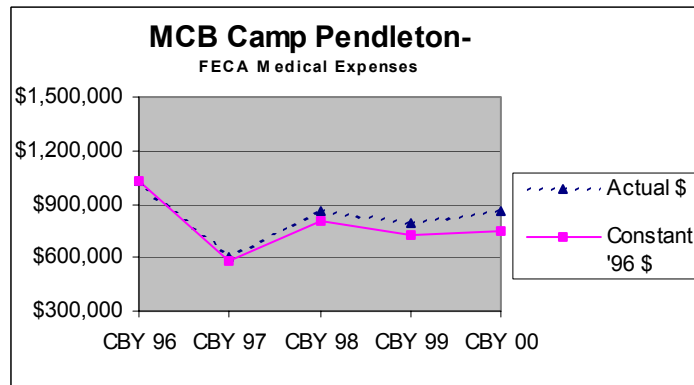


Figure 3.19. MCB Camp Pendleton- Total Medical Expenses from CBY 96 through CBY 00.



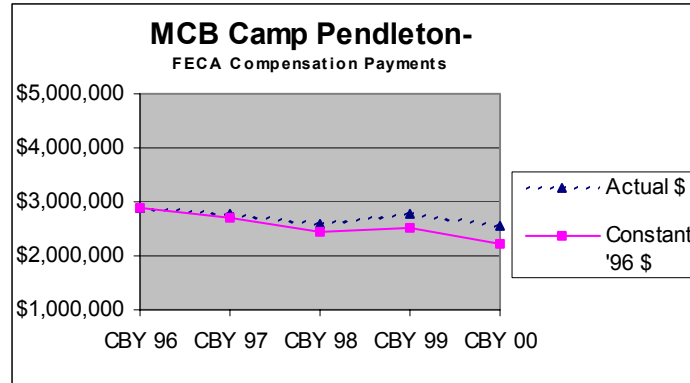


Figure 3.20. MCB Camp Pendleton- Total Compensation Payments from CBY 96 through CBY 00.

Of the 46 different injury categories reported by MCB Camp Pendleton from CBY 96 through CBY 00, the top five are listed below.

- Back strain – TB
- Multiple strains – TS
- Traumatic injury or disability (and incident) – other – T8
- Contusion; bruise, abrasion – TC
- Traumatic injury or disability (and incident) – unclassified – T9

These five injuries accounted for 70.4% of total cases and 75.2% of total FECA costs for CBY 96. For CBY 00, the proportion of these injuries to total cases remained relatively unchanged at 70.6%, but the proportion of total costs decreased to 71.1%.

Two of these top five injuries (T8 and T9) are non-specific, making it difficult to determine the underlying causes for these injuries. T8 is more of a concern than T9 in that the T8 cases have tripled in frequency from CBY 96 to CBY 00 and its costs have quadrupled over the same period. Table 3.9 shows the changes of these five injuries over the past five years.

Injury Type	CBY 96		CBY 97		CBY 98		CBY 99		CBY 00	
	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs
TB	97	\$1,338,683	105	\$1,190,409	110	\$1,355,114	84	\$1,129,747	74	\$1,164,617
TS	85	\$709,824	91	\$646,725	85	\$675,129	58	\$546,962	57	\$488,588
T8	31	\$100,732	48	\$157,302	53	\$218,257	70	\$263,882	119	\$453,124
TC	33	\$224,919	40	\$123,695	22	\$114,865	14	\$130,600	20	\$85,596
T9	35	\$564,519	21	\$439,718	13	\$325,013	10	\$262,040	9	\$230,361
<b>OTHERS</b>	<b>118</b>	<b>\$968,341</b>	<b>108</b>	<b>\$816,048</b>	<b>91</b>	<b>\$756,604</b>	<b>103</b>	<b>\$1,239,153</b>	<b>116</b>	<b>\$983,868</b>
<b>TOTALS</b>	<b>399</b>	<b>\$3,907,018</b>	<b>413</b>	<b>\$3,373,897</b>	<b>374</b>	<b>\$3,444,982</b>	<b>339</b>	<b>\$3,572,384</b>	<b>395</b>	<b>\$3,406,154</b>

Table 3.9. MCB Camp Pendleton- Top Five Injuries by Total Cases and Actual Costs.

**E. MCB CAMP LEJEUNE**

Table 3.10 displays the top line totals for the MCB Camp Lejeune FECA Program and Figures 3.21-3.24 graphically present the trends of these top line metrics. Following these top line metrics, the top five injuries in terms of frequency will be presented.

	Total Employees	Total Cases	Actual Costs		Constant 1996 Dollars	
			Total Medical	Total Compensation	Total Medical	Total Compensation
<b>CBY 96</b>	1626	473	\$355,884	\$2,312,559	\$355,884	\$2,312,559
<b>CBY 97</b>	1620	461	\$335,578	\$2,294,319	\$325,804	\$2,227,494
<b>CBY 98</b>	1606	481	\$394,402	\$2,363,378	\$371,762	\$2,232,045
<b>CBY 99</b>	1543	431	\$518,880	\$2,596,386	\$472,555	\$2,366,896
<b>CBY 00</b>	1543	442	\$528,038	\$2,728,715	\$461,955	\$2,373,596

Table 3.10. Top Line Data for MCB Camp Lejeune from CBY 96 through CBY 00.

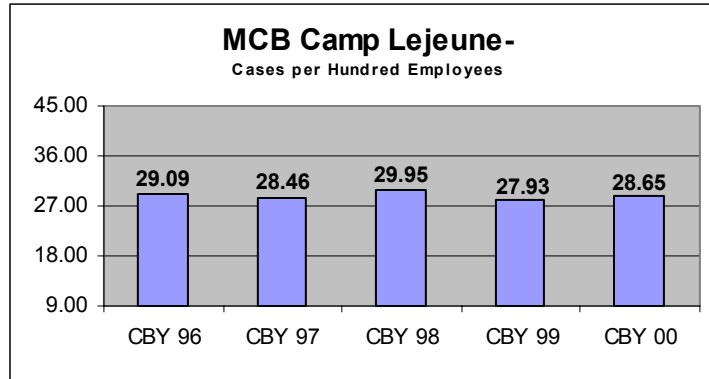


Figure 3.21. MCB Camp Lejeune- FECA Cases Per Hundred Employees from CBY 96 through CBY 00.

The case rate per hundred employees has remained relatively constant over the past five years, with only a 1.5% decrease from CBY 96 to CBY 00. Total FECA costs, however, have grown by 6.3% as measured in constant 1996-year dollars from CBY 96 to CBY 00 (Figure 3.22). This increase is the result of a 23.0% increase in medical expenses and a 2.6% increase in compensation payments (both measured in constant 1996-year dollars) over the same time period as shown in Figures 3.23 and 3.24, respectively. For CBY 96, MCB Camp Lejeune was responsible for 14.9% of total USMC FECA costs found in the database. For CBY 00, this figure increased to 17.0%. The reason for the increase in relative weighting for MCB Camp Lejeune is because its total FECA costs have increased from CBY 96 to CBY 00, whereas the total USMC FECA Program costs have decreased over the same period.

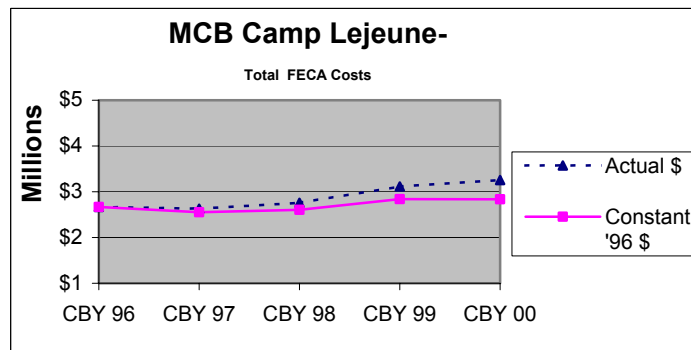


Figure 3.22. MCB Camp Lejeune- Total FECA Costs from CBY 96 through CBY 00.

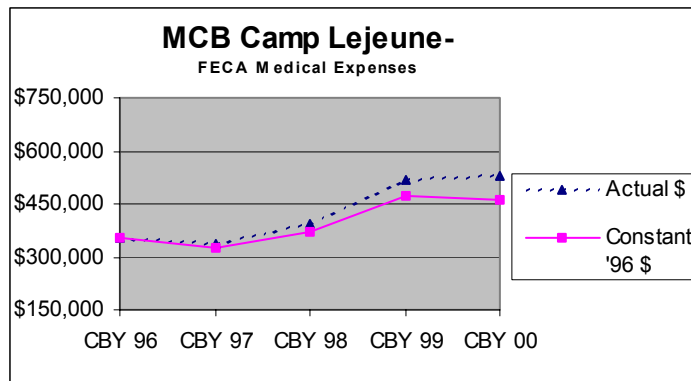


Figure 3.23. MCB Camp Lejeune- Total Medical Expenses from CBY 96 through CBY 00.

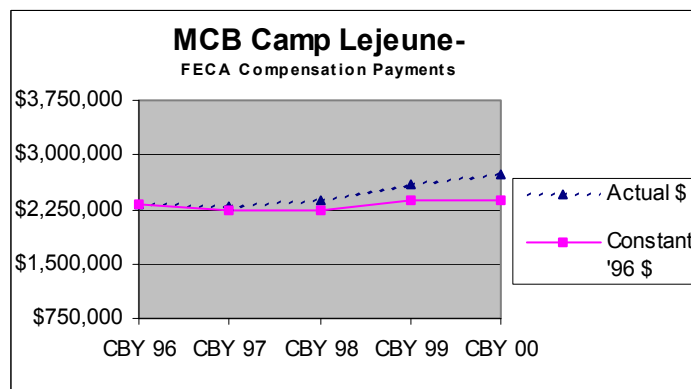


Figure 3.24. MCB Camp Lejeune- Total Compensation Payments from CBY 96 through CBY 00.

Forty different injury types were reported by MCB Camp Lejeune between CBY 96 to CBY 00, and the five most frequently reported injuries are the same as the top five most frequently occurring injuries Marine Corps-wide for the same period.

- Back strain – TB
- Multiple strains – TS
- Contusion; bruise, abrasion – TC
- Traumatic injury or disability (and incident) – other – T8
- Laceration; cut – TL

These top five injuries accounted for 68.1% of total cases and 75.5% of total FECA costs in CBY 96. In CBY 00, the proportion of these injuries to total cases

increased to 71.5%, whereas their proportion to total costs dropped to 71.2%. Table 3.11 shows the changes of these five injuries over the past five years.

Injury Type	CBY 96		CBY 97		CBY 98		CBY 99		CBY 00	
	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs
TB	126	\$1,262,767	123	\$1,231,591	128	\$1,207,984	99	\$1,230,796	102	\$1,276,110
TS	99	\$556,902	91	\$590,880	110	\$614,599	106	\$736,080	102	\$791,333
TC	45	\$80,224	43	\$68,377	54	\$81,732	40	\$76,261	33	\$57,018
T8	18	\$52,045	47	\$86,301	32	\$113,677	39	\$101,166	51	\$166,392
TL	34	\$61,927	23	\$43,065	26	\$49,043	24	\$48,906	28	\$46,891
<b>OTHERS</b>	<b>151</b>	<b>\$654,578</b>	<b>134</b>	<b>\$609,683</b>	<b>131</b>	<b>\$690,746</b>	<b>123</b>	<b>\$922,056</b>	<b>126</b>	<b>\$919,008</b>
<b>TOTALS</b>	<b>473</b>	<b>\$2,668,443</b>	<b>461</b>	<b>\$2,629,897</b>	<b>481</b>	<b>\$2,757,780</b>	<b>431</b>	<b>\$3,115,266</b>	<b>442</b>	<b>\$3,256,753</b>

Table 3.11. MCB Camp Lejeune- Top Five Injuries by Total Cases and Actual Costs.

#### F. MCAGCC TWENTYNINE PALMS

Table 3.12 displays the top line totals for MCAGCC Twentynine Palms' FECA Program and Figures 3.25-3.28 graphically present the trends of these top line metrics. Following these top line metrics, the top five injuries in terms of frequency will be presented.

	Total Employees	Total Cases	Actual Costs		Constant 1996 Dollars	
			Total Medical	Total Compensation	Total Medical	Total Compensation
<b>CBY 96</b>	646	88	\$160,935	\$437,766	\$160,935	\$437,766
<b>CBY 97</b>	657	95	\$114,173	\$429,508	\$110,848	\$416,998
<b>CBY 98</b>	670	87	\$130,312	\$335,506	\$122,832	\$316,862
<b>CBY 99</b>	636	67	\$193,173	\$350,612	\$175,927	\$319,622
<b>CBY 00</b>	636	76	\$196,795	\$402,788	\$172,166	\$350,369

Table 3.12. Top Line Data for MCAGCC Twentynine Palms from CBY 96 through CBY 00.

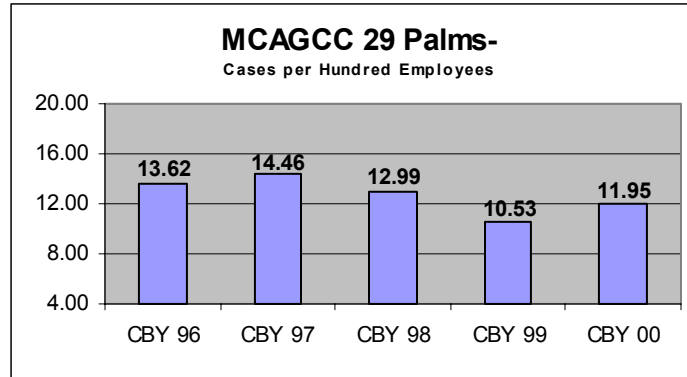


Figure 3.25. MCAGCC Twentynine Palms- FECA Cases Per Hundred Employees from CBY 96 through CBY 00.

The case rate for MCAGCC Twentynine Palms has decreased 12.3% from CBY 96 to CBY 00. This decrease in case rate has led to a 12.7% decrease in total FECA costs as measured in constant 1996-year dollars over the same period. The decrease in total costs was a result of the 20.0% decrease in total compensation payments from CBY 96 to CBY 00 as measured in 1996-year dollars, which offset the 7.0% increase in medical expenses as shown in Figures 3.27 and 3.28. For CBY 96, this installation was responsible for 3.3% of the total USMC FECA costs found in the database. For CBY 00, this figure decreased to 3.1%.

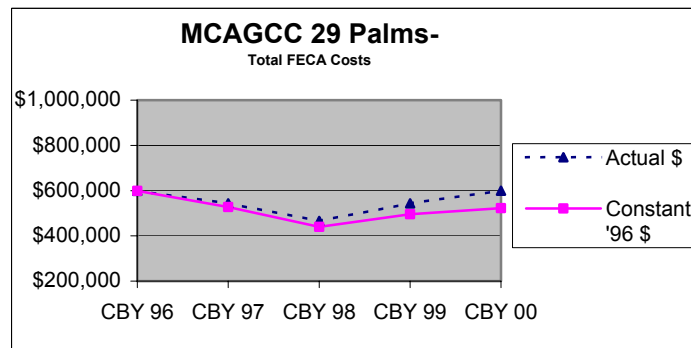


Figure 3.26. MCAGCC Twentynine Palms- Total FECA Costs from CBY 96 through CBY 00.

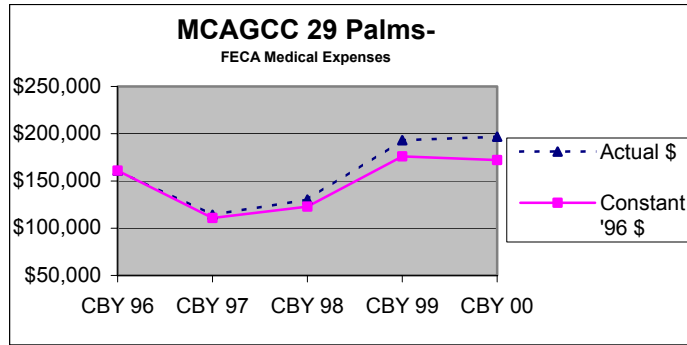


Figure 3.27. MCAGCC Twentynine Palms- Total Medical Expenses from CBY 96 through CBY 00.

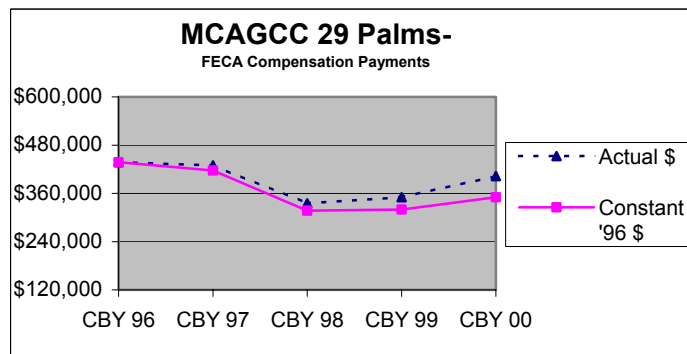


Figure 3.28. MCAGCC Twentynine Palms- Total Compensation Payments from CBY 96 through CBY 00.

Between CBY 96 and CBY 00, 26 different injury types were reported by this installation and the top five most frequently reported injuries are listed below.

- Traumatic injury or disability (and incident) – other – T8
- Back strain – TB
- Multiple strains – TS
- Contusion; bruise, abrasion – TC
- Fracture – TF

These top five injures accounted for 76.1% of all cases and 84.0% of total FECA costs for CBY 96. The proportion of these injuries to total cases increased to 77.6%, whereas their proportion to total costs dropped to 71.7%. Table 3.13 shows the changes of these five injuries over the past five years.

Injury Type	CBY 96		CBY 97		CBY 98		CBY 99		CBY 00	
	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs
TB	15	\$129,360	20	\$131,673	18	\$49,461	19	\$70,871	20	\$100,050
TS	18	\$195,359	14	\$146,802	22	\$150,734	15	\$202,901	18	\$188,873
TC	23	\$53,423	20	\$58,068	19	\$107,669	11	\$100,395	8	\$83,786
T8	7	\$2,699	9	\$19,406	4	-\$6,108	2	\$0	6	\$3,966
TL	4	\$122,187	4	\$82,123	5	\$69,980	4	\$60,261	7	\$53,362
<b>OTHERS</b>	<b>21</b>	<b>\$95,674</b>	<b>28</b>	<b>\$105,609</b>	<b>19</b>	<b>\$94,082</b>	<b>16</b>	<b>\$109,357</b>	<b>17</b>	<b>\$169,546</b>
<b>TOTALS</b>	<b>88</b>	<b>\$598,701</b>	<b>95</b>	<b>\$543,681</b>	<b>87</b>	<b>\$465,818</b>	<b>67</b>	<b>\$543,785</b>	<b>76</b>	<b>\$599,583</b>

Table 3.13. MCAGCC Twentynine Palms- Top Five Injuries by Total Cases and Actual Costs.

#### G. MARINE CORPS BASES JAPAN

This grouping of bases consists of Camp Butler and Camp Fuji. This is the smallest of the 11 different units/groupings of units in terms of total employees (not to include foreign national indirect hires), total reported cases and total FECA costs. Table 3.14 displays the top line totals for this grouping of bases and Figures 3.29-3.31 graphically present the trends of these top line metrics. Following these top line metrics, all injuries for this grouping of units will be presented.

	Total Employees	Total Cases	Actual Costs		Constant 1996 Dollars	
			Total Medical	Total Compensation	Total Medical	Total Compensation
<b>CBY 96</b>	414	3	\$0	\$0	\$0	\$0
<b>CBY 97</b>	437	8	\$360	\$0	\$350	\$0
<b>CBY 98</b>	442	9	\$1,056	\$26,660	\$995	\$25,178
<b>CBY 99</b>	438	6	\$9,195	\$19,045	\$8,374	\$17,362
<b>CBY 00</b>	438	5	\$324	\$19,409	\$283	\$16,883

Table 3.14. Top Line Data for Marine Corps Bases Japan from CBY 96 through CBY 00.



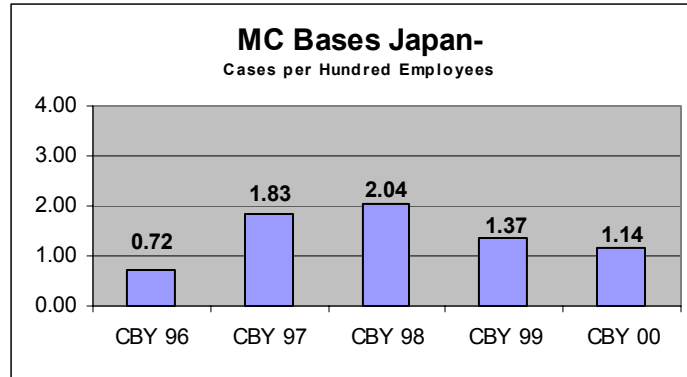


Figure 3.29. MC Bases Japan- FECA Cases Per Hundred Employees from CBY 96 through CBY 00.

Between CBY 96 and CBY 00, the case rate for this grouping of bases has increased by 58.3%. This increase in injury rate has caused total FECA costs to rise from zero in CBY 96 to \$17,166 in CBY 00. Because this grouping of units had so few cases in CBY 00, all injuries will be listed.

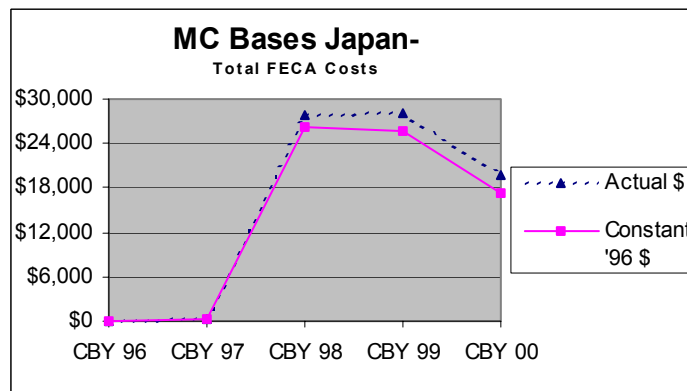


Figure 3.30. MC Bases Japan- Total FECA Costs from CBY 96 through CBY 00.

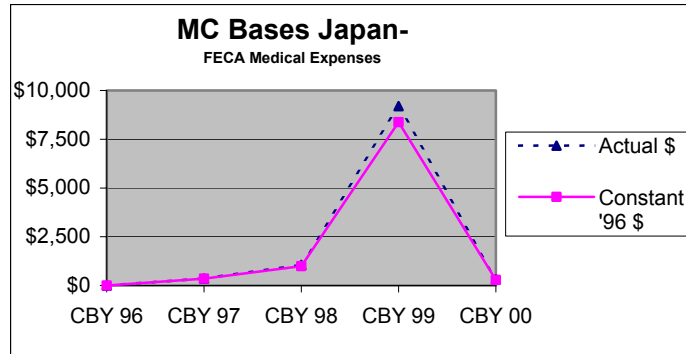


Figure 3.31. MC Bases Japan- Total Medical Expenses from CBY 96 through CBY 00.

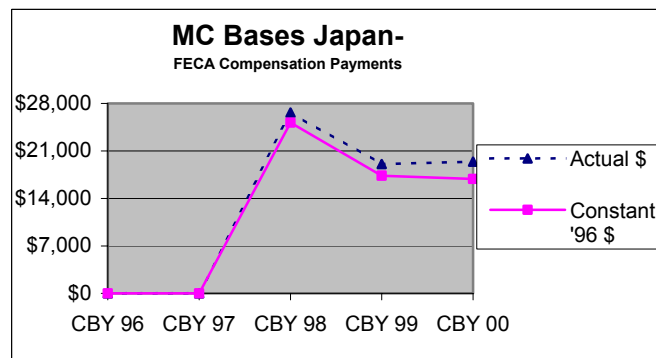


Figure 3.32. MC Bases Japan- Total Compensation Payments from CBY 96 through CBY 00.

Only eight different injury types were reported by this grouping of bases between CBY 96 to CBY 00. These injuries are listed below in order of frequency of occurrence.

- Back strain – TB
- Mental disorder; emotional stress; nervous condition – DM
- Multiple strains – TS
- Contusion; bruise, abrasion – TC
- Hearing loss – DH
- Traumatic injury or disability (and incident) – other – T8
- Musculoskeletal/connective tissue – other musculoskeletal – M9
- Traumatic injury or disability (and incident) – dislocation – TD

These injuries account for 100% of total cases and 100% of total FECA costs for CBY 96 through CBY 00. Table 3.15 shows the changes of these eight injuries over the past five years.

Injury Type	CBY 96		CBY 97		CBY 98		CBY 99		CBY 00	
	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs
TB	0	\$0	2	\$0	3	\$0	1	\$0	1	\$0
DM	1	\$0	1	\$0	2	\$26,660	1	\$19,045	1	\$19,733
TS	0	\$0	2	\$0	0	\$0	2	\$0	2	\$0
TC	1	\$0	2	\$0	1	\$0	0	\$0	1	\$0
DH	1	\$0	1	\$360	1	\$178	0	\$0	0	\$0
T8	0	\$0	0	\$0	1	\$878	1	\$9,195	0	\$0
M9	0	\$0	0	\$0	0	\$0	1	\$0	0	\$0
<u>TD</u>	<u>0</u>	<u>\$0</u>	<u>0</u>	<u>\$0</u>	<u>1</u>	<u>\$0</u>	<u>0</u>	<u>\$0</u>	<u>0</u>	<u>\$0</u>
<b>TOTALS</b>	<b>3</b>	<b>\$0</b>	<b>8</b>	<b>\$360</b>	<b>9</b>	<b>\$27,716</b>	<b>6</b>	<b>\$28,240</b>	<b>5</b>	<b>\$19,733</b>

Table 3.15. MC Bases Japan- All Injuries by Total Cases and Actual Costs.

One possible explanation as to why the totals for this grouping of bases are so low is because most foreign national indirect hires (who are not eligible to receive FECA benefits) perform much of the facilities work, whereas U.S. civil service employees (who are eligible to receive FECA benefits) perform most of the clerical, administrative, and supervisory work. Also, an explanation for the low medical expenses may be because injured U.S. civil service employees might receive most of their medical care from U.S. medical facilities and hospitals located abroad. The DoD CPM states that there is to be no charge for care for DoD employees treated at government medical facilities.

#### H. MCB HAWAII

Table 3.16 displays the top line totals for MCB Hawaii's FECA Program and Figures 3.33-3.36 graphically present the trends of these top line metrics. Following these top line metrics, the top five injuries in terms of frequency will be presented.

	Total Employees	Total Cases	Actual Costs		Constant 1996 Dollars	
			Total Medical	Total Compensation	Total Medical	Total Compensation
<b>CBY 96</b>	524	84	\$127,161	\$369,547	\$127,161	\$369,547
<b>CBY 97</b>	544	84	\$76,185	\$358,377	\$73,966	\$347,939
<b>CBY 98</b>	497	54	\$105,443	\$320,498	\$99,390	\$302,688
<b>CBY 99</b>	483	56	\$109,740	\$313,563	\$99,942	\$285,848
<b>CBY 00</b>	483	74	\$50,629	\$289,864	\$44,293	\$252,141

Table 3.16. Top Line Data for MCB Hawaii from CBY 96 through CBY 00.

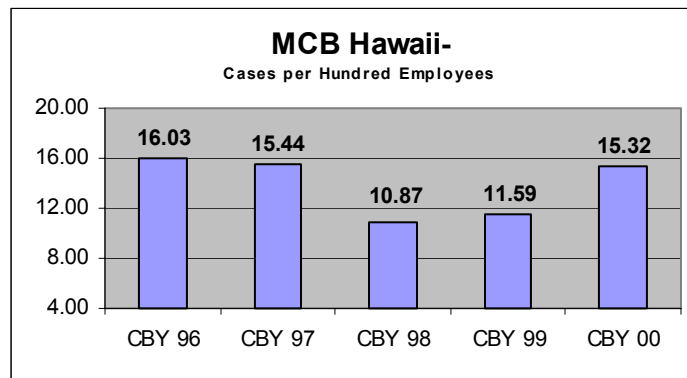


Figure 3.33. MCB Hawaii- FECA Cases Per Hundred Employees from CBY 96 through CBY 00.

The case rate per hundred employees dropped by 32.2% between CBY 96 and CBY 98, but this decrease was offset by a 40.1% increase from CBY 98 to CBY 00. Even with the 40.1% increase from CBY 98 to CBY 00, the case rate per employee is still 4.4% lower than that of CBY 96. This overall decrease in case rate from CBY 96 to CBY 00 has contributed to the 40.3% decrease in total FECA costs as measured in constant 1996-year dollars as shown in Figure 3.34. A 65.2% and 31.8% reduction in both medical expenses and compensation payments respectively over the same period can be seen in Figures 3.35 and 3.36. For CBY 96, MCB Hawaii was responsible for 2.8% of the total USMC FECA costs found in the database. For CBY 00, this figure decreased to 1.8%.

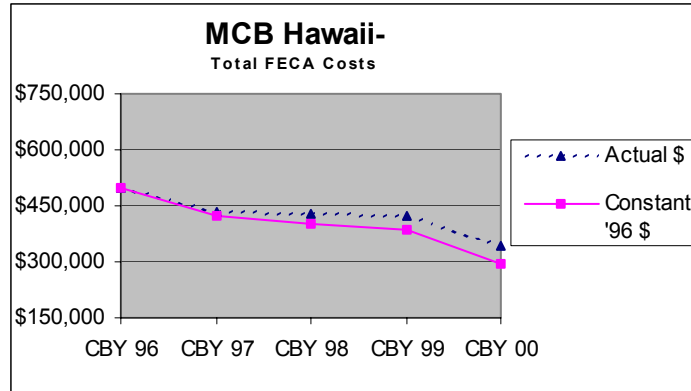


Figure 3.34. MCB Hawaii- Total FECA Costs from CBY 96 through CBY 00.

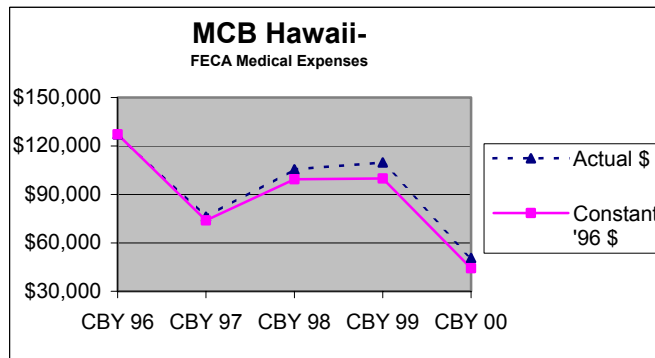


Figure 3.35. MCB Hawaii- Total Medical Expenses from CBY 96 through CBY 00.

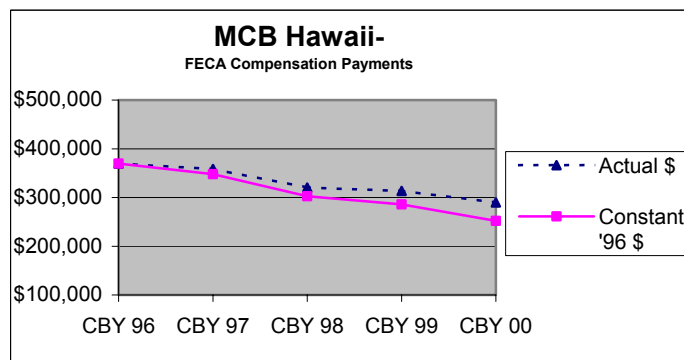


Figure 3.36. MCB Hawaii- Total Compensation Payments from CBY 96 through CBY 00.

Of the 22 different injury categories reported by MCB Hawaii from CBY 96 through CBY 00, the top five are listed below.

- Back strain – TB
- Multiple strains – TS
- Traumatic injury or disability (and incident) – other – T8
- Contusion; bruise, abrasion – TC
- Carpal Tunnel Syndrome – MC

These top five injuries accounted for 61.9% of total cases and 58.8% of total FECA costs in CBY 96. In CBY 00, the proportion of these injuries to total cases increased to 74.3%, whereas their proportion to total costs dropped to 51.5%. Table 3.17 shows the changes of these five injuries over the past five years.

Injury Type	CBY 96		CBY 97		CBY 98		CBY 99		CBY 00	
	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs
TB	24	\$167,952	21	\$142,751	17	\$134,261	18	\$125,412	21	\$129,476
TS	12	\$10,260	16	\$22,757	12	\$6,887	5	\$8,567	5	\$6,547
T8	6	\$1,109	4	\$41,595	5	\$29,963	10	\$21,122	20	\$25,003
TC	6	\$24,915	11	\$42,679	8	\$27,957	8	\$47,515	7	\$13,964
MC	4	\$87,672	7	\$15,658	3	\$1,557	3	\$139	2	\$285
<b>OTHERS</b>	<b>32</b>	<b>\$204,800</b>	<b>25</b>	<b>\$169,120</b>	<b>9</b>	<b>\$225,316</b>	<b>12</b>	<b>\$220,548</b>	<b>19</b>	<b>\$165,218</b>
<b>TOTALS</b>	<b>84</b>	<b>\$496,708</b>	<b>84</b>	<b>\$434,562</b>	<b>54</b>	<b>\$425,941</b>	<b>56</b>	<b>\$423,303</b>	<b>74</b>	<b>\$340,493</b>

Table 3.17. MCB Hawaii- Top Five Injuries by Total Cases and Actual Costs.

## I. WEST COAST/OCONUS AIR STATIONS

Appendix B lists the air stations that comprise this category. Table 3.18 displays the top line totals for this grouping of air stations and Figures 3.37-3.40 graphically present the trends of these top line metrics. Following these top line metrics, the top five injuries for this grouping of air stations in terms of frequency will be presented.

	Total Employees	Total Cases	Actual Costs		Constant 1996 Dollars	
			Total Medical	Total Compensation	Total Medical	Total Compensation
CBY 96	1148	161	\$371,676	\$1,222,445	\$371,676	\$1,222,445
CBY 97	1100	151	\$304,070	\$1,102,184	\$295,214	\$1,070,082
CBY 98	1254	146	\$322,460	\$1,165,369	\$303,949	\$1,100,609
CBY 99	885	126	\$354,683	\$1,080,868	\$323,017	\$985,332
CBY 00	885	134	\$273,725	\$958,852	\$239,469	\$834,066

Table 3.18. Top Line Data for West Coast/OCONUS Air Stations from CBY 96 through CBY 00.

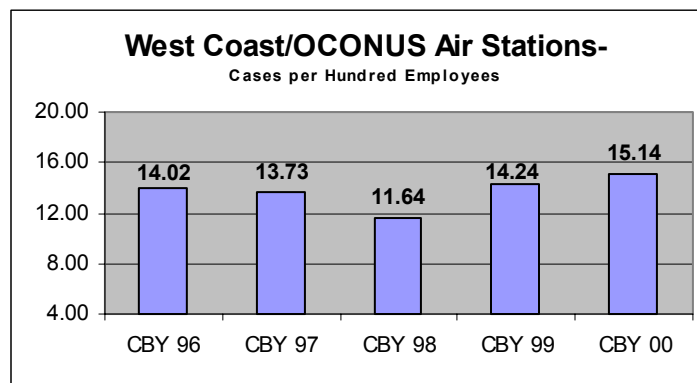


Figure 3.37. West Coast/OCONUS Air Stations- FECA Cases Per Hundred Employees from CBY 96 through CBY 00.

The case rate for this grouping of air stations increased 8.0% from CBY 96 to CBY 00. Even after experiencing an 8.0% increase in case rate, this grouping of air stations has been able to reduce its total FECA costs by 32.7% as measured in constant 1996-year dollars over the same period as shown in Figure 3.38. This decrease in total costs is the result of the combined 35.6% and 31.8% reduction in both medical expenses and compensation payments respectively as measured in constant 1996-year dollars (Figures 3.39 and 3.40). For CBY 96, these air stations were responsible for 8.9% of the total USMC FECA costs found in the database. For CBY 00, this figure decreased to 6.4%.

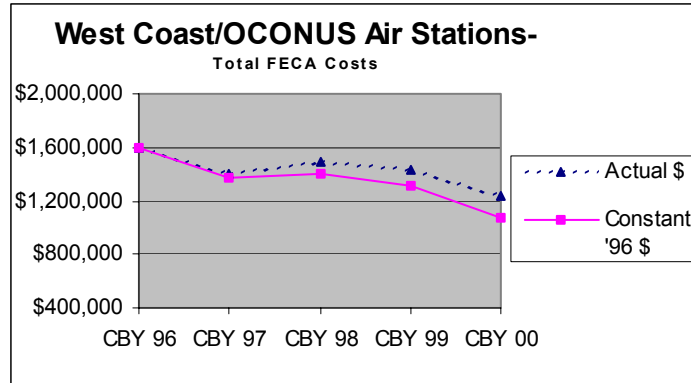


Figure 3.38. West Coast/OCONUS Air Stations- Total FECA Costs from CBY 96 through CBY 00.

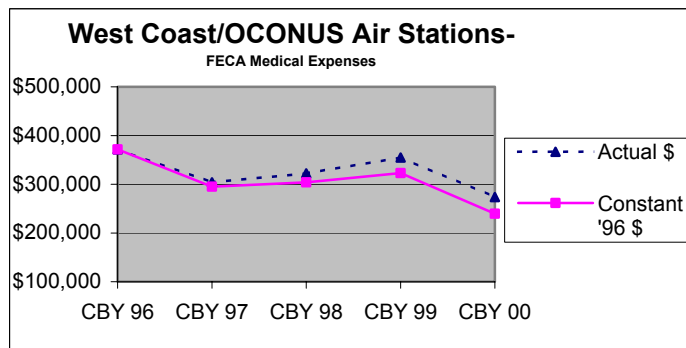


Figure 3.39. West Coast/OCONUS Air Stations- Total Medical Expenses from CBY 96 through CBY 00.

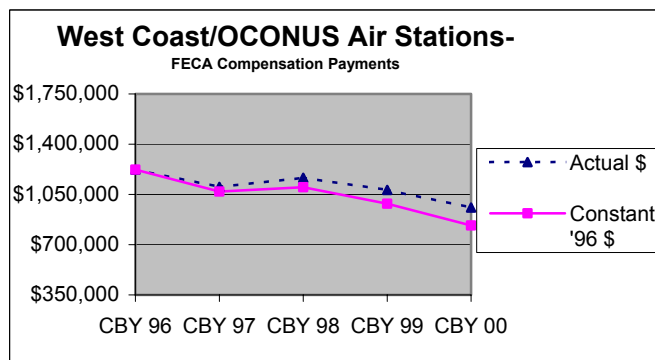


Figure 3.40. West Coast/OCONUS Air Stations- Total Compensation Payments from CBY 96 through CBY 00.



Of the 33 different injury categories reported for this grouping of air stations from CBY 96 through CBY 00, the five most frequent injuries are listed below.

- Back strain – TB
- Traumatic injury or disability (and incident) – other – T8
- Multiple strains – TS
- Contusion; bruise, abrasion – TC
- Traumatic injury or disability (and incident) – unclassified – T9

These five injuries accounted for 76.4% of total cases and 71.3% of total FECA costs for CBY 96. For CBY 00, the proportion of these injuries to total cases decreased to 67.9%, but the proportion of total costs increased to 76.2 %. Two of these top five injuries (T8 and T9) are non-specific, making it difficult to determine the underlying causes of these injuries. Table 3.19 shows the changes of these five injuries over the past five years.

Injury Type	CBY 96		CBY 97		CBY 98		CBY 99		CBY 00	
	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs
TB	36	\$528,067	32	\$557,389	30	\$548,264	26	\$403,838	27	\$521,289
T8	27	\$117,870	28	\$53,406	17	\$53,084	24	\$61,956	38	\$73,687
TS	26	\$176,645	26	\$157,022	28	\$219,691	18	\$214,000	15	\$212,127
TC	18	\$121,983	17	\$102,437	11	\$69,182	7	\$62,967	6	\$20,011
T9	16	\$191,759	8	\$181,547	8	\$180,523	6	\$126,931	5	\$111,875
<b>OTHERS</b>	<b>38</b>	<b>\$457,797</b>	<b>40</b>	<b>\$354,454</b>	<b>52</b>	<b>\$417,085</b>	<b>45</b>	<b>\$565,860</b>	<b>43</b>	<b>\$293,588</b>
<b>TOTALS</b>	<b>161</b>	<b>\$1,594,121</b>	<b>151</b>	<b>\$1,406,254</b>	<b>146</b>	<b>\$1,487,829</b>	<b>126</b>	<b>\$1,435,551</b>	<b>134</b>	<b>\$1,232,577</b>

Table 3.19. West Coast/OCONUS Air Stations- Top Five Injuries by Total Cases and Actual Costs.

## J. EAST COAST AIR STATIONS

Appendix B lists the air stations that comprise this category. Table 3.20 displays the top line totals for this grouping of air stations and Figures 3.41-3.44 graphically present the trends of these top line metrics. Following these top line metrics, the top five injuries for this grouping of air stations in terms of frequency will be presented.

	<b>Total Employees</b>	<b>Total Cases</b>	<b>Actual Costs</b>		<b>Constant 1996 Dollars</b>	
			<b>Total Medical</b>	<b>Total Compensation</b>	<b>Total Medical</b>	<b>Total Compensation</b>
<b>CBY 96</b>	1607	296	\$361,689	\$2,088,761	\$361,689	\$2,088,761
<b>CBY 97</b>	1592	274	\$568,482	\$2,405,857	\$551,924	\$2,335,783
<b>CBY 98</b>	1566	261	\$576,653	\$2,334,925	\$543,551	\$2,205,173
<b>CBY 99</b>	1487	266	\$406,023	\$2,262,163	\$369,774	\$2,062,214
<b>CBY 00</b>	1487	301	\$648,128	\$2,447,305	\$567,016	\$2,128,809

Table 3.20. Top Line Data for East Coast Air Stations from CBY 96 through CBY 00.

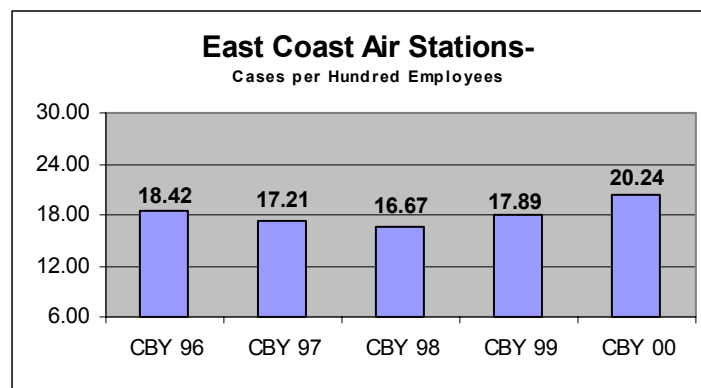


Figure 3.41. East Coast Air Stations- FECA Cases Per Hundred Employees from CBY 96 through CBY 00.

This group of air stations has experienced a 9.9% increase in case rate per hundred employees between CBY 96 and CBY 00. This increase in case rate has contributed to the 10.0% rise in total FECA costs as measured in constant 1996-year dollars over the same period as shown in Figure 3.42. This increase is due in large part to a 56.8% increase in medical expenses, whereas compensation payments rose only 1.9% as measured in 1996-year dollars (Figures 3.43 and 3.44). For CBY 96, these air stations were responsible for 13.7% of the total USMC FECA costs found in the database. For CBY 00, this figure increased to 16.2%.

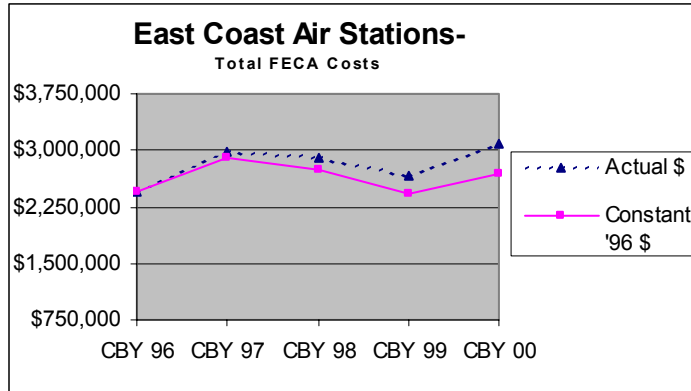


Figure 3.42. East Coast Air Stations- Total FECA Costs from CBY 96 through CBY 00.

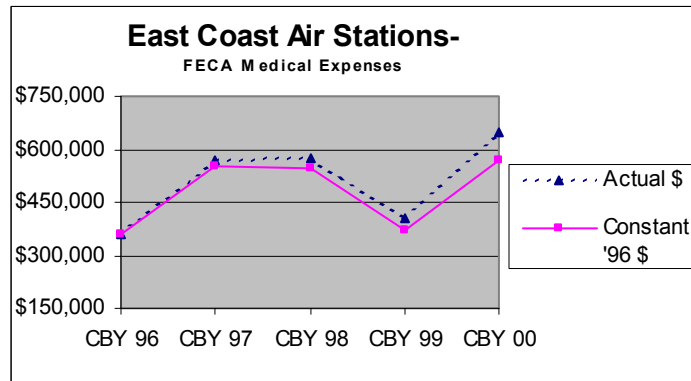


Figure 3.43. East Coast Air Stations- Total Medical Expenses from CBY 96 through CBY 00.

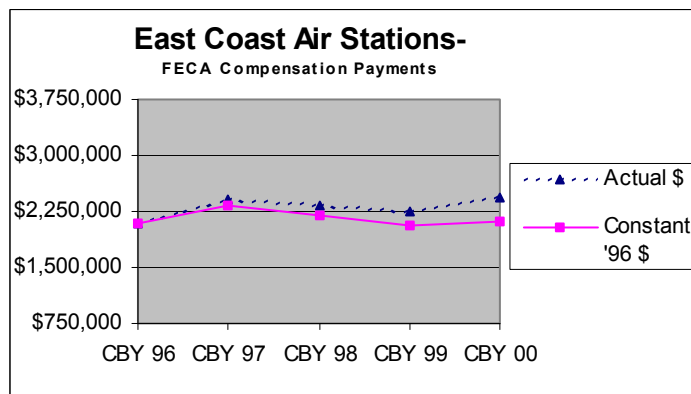


Figure 3.44. East Coast Air Stations- Total Compensation Payments from CBY 96 through CBY 00.

Of the 43 different injury categories reported for these air stations from CBY 96 through CBY 00, the five most frequent injuries are listed below.

- Back strain – TB
- Multiple strains – TS
- Contusion; bruise, abrasion – TC
- Hearing loss – DH
- Traumatic injury or disability (and incident) – other – T8

These five injuries accounted for 57.1% of total cases and 58.6% of total FECA costs for CBY 96. For CBY 00, the proportion of these injuries to total cases increased to 73.1% and the proportion of total costs also increased to 75.4%. Table 3.21 shows the changes of these five injuries over the past five years.

Injury Type	CBY 96		CBY 97		CBY 98		CBY 99		CBY 00	
	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs
TB	63	\$746,035	66	\$844,899	76	\$985,585	67	\$902,966	74	\$1,011,690
TS	53	\$335,471	50	\$438,827	51	\$422,410	59	\$446,552	66	\$532,265
TC	35	\$239,120	27	\$276,554	30	\$289,543	26	\$249,804	26	\$274,008
DH	12	\$100,755	16	\$170,474	14	\$157,435	16	\$135,938	30	\$238,748
T8	6	\$14,211	13	\$116,010	11	\$231,241	25	\$215,435	24	\$276,055
<b>OTHERS</b>	<u>127</u>	<u>\$1,014,857</u>	<u>102</u>	<u>\$1,127,575</u>	<u>79</u>	<u>\$825,364</u>	<u>73</u>	<u>\$717,491</u>	<u>81</u>	<u>\$762,666</u>
<b>TOTALS</b>	296	\$2,450,450	274	\$2,974,339	261	\$2,911,578	266	\$2,668,186	301	\$3,095,433

Table 3.21. East Coast Air Stations- Top Five Injuries by Total Cases and Actual Costs.

## K. MARINE CORPS RECRUITING COMMAND

Appendix B lists the units that comprise this category. Table 3.22 displays the top line totals for this grouping of air stations and Figures 3.45-3.48 graphically present the trends of these top line metrics.

	Total Employees	Total Cases	Actual Costs		Constant 1996 Dollars	
			Total Medical	Total Compensation	Total Medical	Total Compensation
CBY 96	210	7	\$198	\$50,402	\$198	\$50,402
CBY 97	214	6	\$23,733	\$53,864	\$23,042	\$52,295
CBY 98	219	12	\$1,900	\$53,193	\$1,791	\$50,237
CBY 99	243	13	\$2,809	\$54,008	\$2,558	\$49,234
CBY 00	243	10	\$8,597	\$58,997	\$7,521	\$51,319

Table 3.22. Top Line Data for Marine Corps Recruiting Command from CBY 96 through CBY 00.

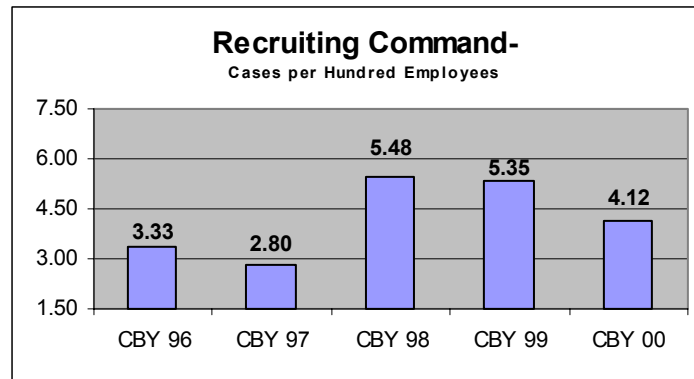


Figure 3.45. Marine Corps Recruiting Command-FECA Cases Per Hundred Employees from CBY 96 through CBY 00.

This grouping of units experienced a 63.7% increase in case rate from CBY 96 to CBY 98. This increase was partially offset by a 24.8% decline from CBY 98 to CBY 00, leaving CBY 00's case rate 23.7% higher than that of CBY 96. This increase in case rate contributed to the 16.3% increase in total FECA costs as measured in constant 1996-year dollars as shown in Figure 3.46. Most of this increase is due to a dramatic increase in medical expenses. This grouping of units incurred only \$198 in medical expenses in CBY 96. In CBY 00, total medical expenses as measured in constant 1996-year dollars totaled \$6,759. Over the same period, compensation payments only increased by 1.8% (see Figures 3.47 and 3.48). For CBY 96, this grouping of units was responsible for 0.3% of total USMC FECA costs found in the database. For CBY 00, this figure increased to 0.4%.

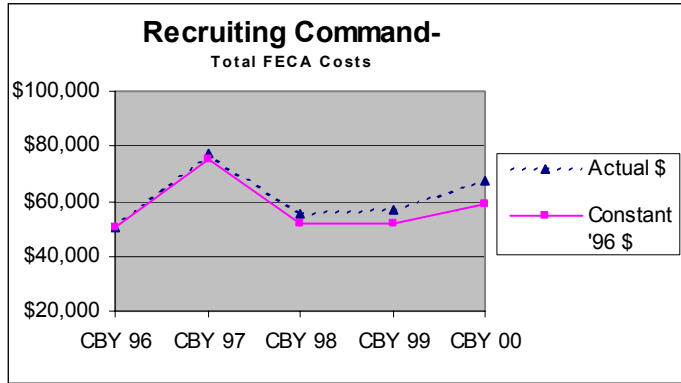


Figure 3.46. Marine Corps Recruiting Command- Total FECA Costs from CBY 96 through CBY 00.

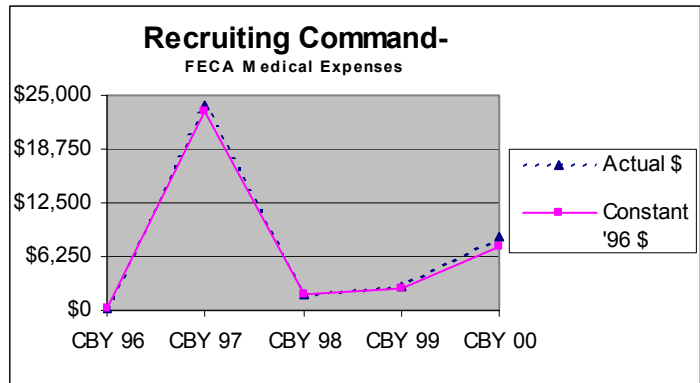


Figure 3.47. Marine Corps Recruiting Command- Total Medical Expenses from CBY 96 through CBY 00.

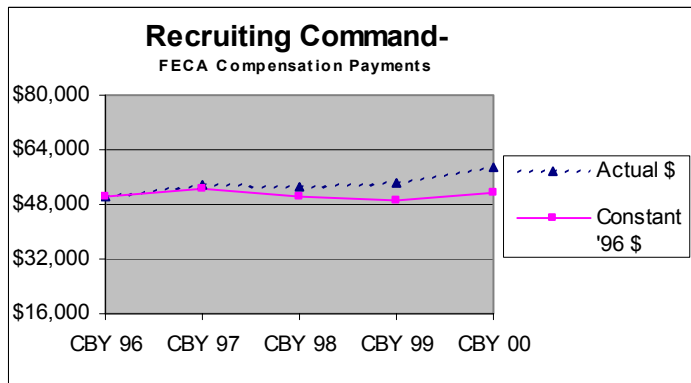


Figure 3.48. Marine Corps Recruiting Command- Total Compensation Payments from CBY 96 through CBY 00.

Of the 14 different injury categories reported by this grouping of units from CBY 96 through CBY 00, the top five are listed below.

- Contusion; bruise, abrasion – TC
- Disability, occupational - unclassified – D9
- Laceration; cut – TL
- Multiple strains – TS
- Cardiovascular/circulatory - myocardial infarction – CM

These five injuries accounted for 71.4% of total cases and 100% of total FECA costs for CBY 96. For CBY 00, the proportion of these injures to total cases decreased to 60.0% and its proportion of total costs decreased to 71.2%. Table 3.23 shows the changes of these five injuries over the past five years.

Injury Type	CBY 96		CBY 97		CBY 98		CBY 99		CBY 00	
	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs
TC	1	\$17,935	1	\$18,425	3	\$19,356	3	\$19,650	4	\$27,227
D9	2	\$32,676	2	\$33,596	2	\$34,311	2	\$35,310	1	\$20,910
TL	2	\$690	1	\$160	1	\$100	1	\$331	0	\$0
TS	0	\$0	0	\$0	2	\$96	2	\$338	1	\$0
CM	0	\$0	1	\$25,417	1	\$1,040	1	\$158	0	\$0
<u>OTHERS</u>	<u>2</u>	<u>-\$702</u>	<u>1</u>	<u>\$0</u>	<u>3</u>	<u>\$190</u>	<u>4</u>	<u>\$1,030</u>	<u>4</u>	<u>\$19,457</u>
<b>TOTALS</b>	<b>7</b>	<b>\$50,600</b>	<b>6</b>	<b>\$77,597</b>	<b>12</b>	<b>\$55,093</b>	<b>13</b>	<b>\$56,817</b>	<b>10</b>	<b>\$67,594</b>

Table 3.23. Marine Corps Recruiting Command- Top Five Injuries by Total Cases and Actual Costs.

#### L. MATERIEL COMMAND

Appendix B lists the installations/activities that comprise this category. Table 3.24 displays the top line totals for this grouping of activities and Figures 3.49-3.52 graphically present the trends of these top line metrics. Following these top line metrics, the top five injuries for this grouping of units in terms of frequency will be presented.

	Total Employees	Total Cases	Actual Costs		Constant 1996 Dollars	
			Total Medical	Total Compensation	Total Medical	Total Compensation
<b>CBY 96</b>	4810	788	\$1,275,701	\$2,889,841	\$1,275,701	\$2,889,841
<b>CBY 97</b>	4655	824	\$1,319,920	\$2,899,691	\$1,281,476	\$2,815,234
<b>CBY 98</b>	4446	752	\$1,238,457	\$3,089,481	\$1,167,365	\$2,917,798
<b>CBY 99</b>	4210	593	\$1,569,001	\$2,933,174	\$1,428,922	\$2,673,916
<b>CBY 00</b>	4210	627	\$1,428,905	\$3,402,396	\$1,250,080	\$2,959,603

Table 3.24. Top Line Data for Materiel Command from CBY 96 through CBY 00.

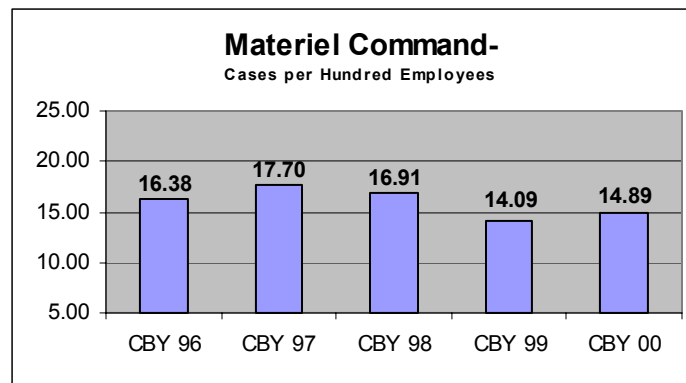


Figure 3.49. Materiel Command- FECA Cases Per Hundred Employees from CBY 96 through CBY 00.

This grouping of activities experienced a 9.1% decrease in case rate from CBY 96 to CBY 00, but total FECA costs increased 1.1% over the same period as measured in constant 1996-year dollars (Figures 3.49 and 3.50). This increase in FECA costs was due to a 2.4% increase in compensation payments from CBY 96 through CBY 00, even though medical expenses fell by 2.0% in constant 1996-year dollars as seen in Figures 3.51 and 3.52. For CBY 96, this grouping of activities was responsible for 23.2% of total USMC FECA costs found in the database. For CBY 00, this figure increased to 25.2%.



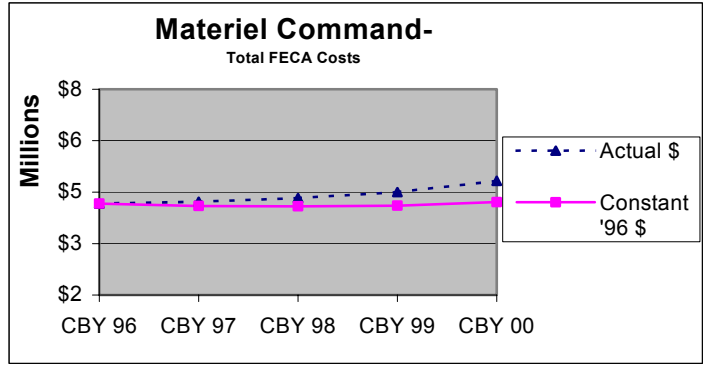


Figure 3.50. Materiel Command- Total FECA Costs from CBY 96 through CBY 00.

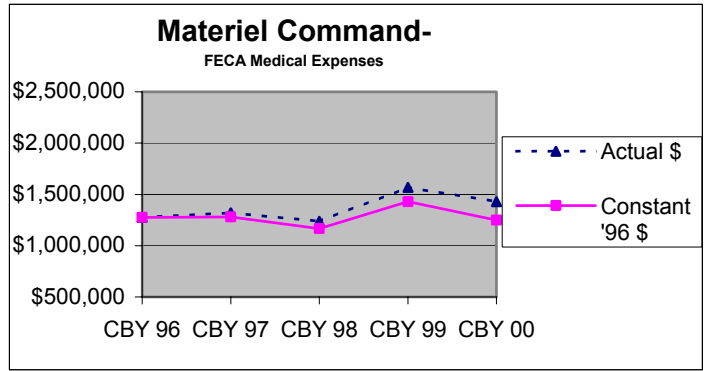


Figure 3.51. Materiel Command- Total Medical Expenses from CBY 96 through CBY 00.

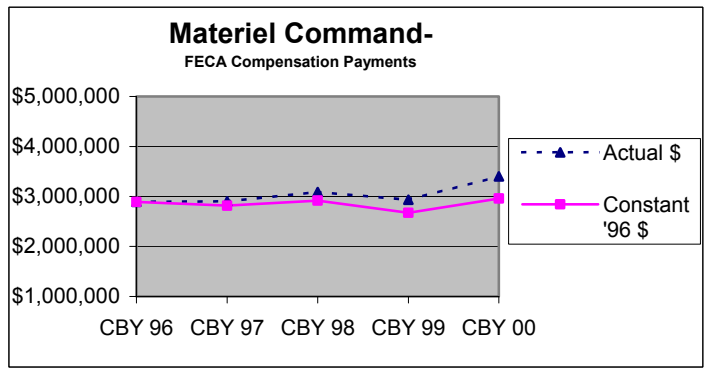


Figure 3.52. Materiel Command- Total Compensation Payments from CBY 96 through CBY 00.

Of the 48 different injury categories reported by this grouping of activities from CBY 96 through CBY 00, the top five are listed below.

- Multiple strains – TS
- Back strain – TB
- Contusion; bruise, abrasion – TC
- Traumatic injury or disability (and incident) – other – T8
- Laceration; cut – TL

These five injuries accounted for 67.0% of all cases and 63.2% of total FECA costs in CBY 96. In CBY 00, the proportion of these injuries to total cases and total costs for this grouping of activities increased to 70.7% and 68.0% respectively. Table 3.25 shows the changes of these five injuries over the past five years.

Injury Type	CBY 96		CBY 97		CBY 98		CBY 99		CBY 00	
	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs
TS	165	\$969,480	193	\$970,429	173	\$902,457	115	\$765,687	113	\$851,923
TB	154	\$1,181,235	148	\$1,275,635	138	\$1,304,669	130	\$1,450,668	110	\$1,415,926
TC	113	\$305,597	110	\$329,582	94	\$315,700	63	\$311,651	54	\$331,598
T8	45	\$73,560	90	\$152,552	80	\$320,742	82	\$493,969	125	\$599,040
TL	51	\$104,043	51	\$87,439	56	\$103,063	40	\$106,431	41	\$87,387
<b>OTHERS</b>	<b>260</b>	<b>\$1,531,627</b>	<b>232</b>	<b>\$1,403,974</b>	<b>211</b>	<b>\$1,381,306</b>	<b>163</b>	<b>\$1,373,770</b>	<b>184</b>	<b>\$1,545,426</b>
<b>TOTALS</b>	<b>788</b>	<b>\$4,165,542</b>	<b>824</b>	<b>\$4,219,611</b>	<b>752</b>	<b>\$4,327,938</b>	<b>593</b>	<b>\$4,502,175</b>	<b>627</b>	<b>\$4,831,301</b>

Table 3.25. Marine Corps Materiel Command- Top Five Injuries by Total Cases and Actual Costs.

#### M. ACTIVITY/INSTALLATION RANKINGS

After tracing all cases and costs to each of the 11 units and groupings of units, it is now possible to compare the status of various FECA Programs across the Marine Corps. Table 3.26 ranks the 11 units (or groupings thereof) in order of total actual CBY 96 and CBY 00 FECA costs. Case totals for each of the unit categories are also provided.

Rank	Activity/Installation	% of Total		% of Total			
		Costs	\$	Cases	Costs	\$	Cases
1	Materiel Command	23.2%	\$4,165,542	788	25.2%	\$4,831,301	627
2	MCB Camp Pendleton	21.8%	\$3,907,018	399	17.8%	\$3,406,154	395
3	MCB Camp Lejeune	14.9%	\$2,668,443	473	17.0%	\$3,256,753	442
4	East Coast Air Stations	13.7%	\$2,450,450	296	16.2%	\$3,095,433	301
5	Marine Corps Training Commands	10.5%	\$1,882,968	256	10.8%	\$2,071,459	276
6	West Coast/OCONUS (Iwakuni/Futenma) Air Stations	8.9%	\$1,594,121	161	6.4%	\$1,232,577	134
7	MCAGCC Twentynine Palms	3.3%	\$598,701	88	3.1%	\$599,583	76
8	MCB Hawaii	2.8%	\$496,708	84	1.8%	\$340,493	74
9	Headquarters Marine Corps and Other Activities	0.7%	\$122,979	52	1.3%	\$246,277	57
10	Marine Corps Recruiting Command	0.3%	\$50,600	7	0.4%	\$67,594	10
11	Marine Corps Bases Japan	0.0%	\$0	3	0.1%	\$19,733	5
Totals →		*100.1%	\$17,937,530	2607	*100.1%	\$19,167,357	2397

\* Percentages/totals off due to rounding error

Table 3.26. Activity/Installation Rankings in Order of Total Actual FECA Costs.

The relative rankings of each of the categories of units listed above have not changed from CBY 96 to CBY 00 with respect to total FECA costs, however, it is still possible to see the changes in their relative weightings, case counts, and total FECA costs.

The following chapter compares FECA metrics of MCB Camp Pendleton with MCB Camp Lejeune; West Coast/OCONUS Air Stations with East Coast Air Stations; and Marine Corps Logistics Base (MCLB) Barstow with MCLB Albany. The latter comparison includes two activities (MCLBs Barstow and Albany) whose FECA metrics were not presented separately in this chapter as they were included in subchapter L, MATERIEL COMMAND. The data for these activities will be broken out for comparison in the next chapter.

## IV. COMPARATIVE ANALYSES

This chapter provides comparisons among similar units (or groupings thereof) within the USMC. The comparisons among similar units were made between MCB Camp Pendleton and MCB Camp Lejeune; West Coast/OCONUS Air Stations and East Coast Air Stations; and MCLB Barstow and MCLB Albany. This benchmarking identifies areas for further research with regard to comparing and contrasting the program management efforts of the respective ICPAs and local program managers of different units that share similar missions. It also identifies the primary injury categories for these units and/or groupings thereof.

### A. MCB CAMP PENDLETON AND MCB CAMP LEJEUNE

Table 4.1 shows the FECA data used to compare the FECA Programs of MCB Camp Pendleton and MCB Camp Lejeune. These two training bases share similar missions and operate on separate coasts; therefore, significant variances between these two bases with regard to this comparative analysis identify areas for follow-on research.

	<u>MCB Camp Pendleton</u>			<u>MCB Camp Lejeune</u>		
	Total Employees	Total Cases	Total Actual Costs	Total Employees	Total Cases	Total Actual Costs
<b>CBY 96</b>	1480	399	\$3,907,017	1626	473	\$2,668,443
<b>CBY 97</b>	1521	413	\$3,373,897	1620	461	\$2,629,897
<b>CBY 98</b>	1458	374	\$3,444,981	1606	481	\$2,757,780
<b>CBY 99</b>	1416	339	\$3,572,384	1543	431	\$3,115,266
<b>CBY 00</b>	1416	395	\$3,406,154	1543	442	\$3,256,753

Table 4.1. FECA Data of MCB Camp Pendleton and MCB Camp Lejeune.

Table 4.1 shows that employee populations and total cases have remained relatively constant for these two bases between CBY 96 and CBY 00. Over the same period, MCB Camp Pendleton was able to decrease its total actual FECA costs, whereas MCB Camp Lejeune experienced an increase in total costs. Even with the diverging trends in total costs, the total costs of MCB Camp Pendleton still exceed those of MCB Camp Lejeune. Table 4.2 shows the comparisons made between case rate per hundred employees, average cost per case, and average cost per employee. Figure 4.1 presents

graphically the comparison in case rate per hundred employees between these two bases; Figure 4.2 presents the comparison in average cost per case; and, Figure 4.3 presents the comparison in average cost per employee.

	<u>MCB Camp Pendleton</u>			<u>MCB Camp Lejeune</u>		
	Cases Per Hundred Employees	Avg Cost Per Case	Avg Cost Per Employee	Cases Per Hundred Employees	Avg Cost Per Case	Avg Cost Per Employee
<b>CBY 96</b>	26.96	\$9,792	\$2,640	29.09	\$5,642	\$1,641
<b>CBY 97</b>	27.15	\$8,169	\$2,218	28.46	\$5,705	\$1,623
<b>CBY 98</b>	25.65	\$9,211	\$2,363	29.95	\$5,733	\$1,717
<b>CBY 99</b>	23.94	\$10,538	\$2,523	27.93	\$7,228	\$2,019
<b>CBY 00</b>	27.90	\$8,623	\$2,405	28.65	\$7,368	\$2,111

Table 4.2. Comparison of FECA Metrics Between MCB Camp Pendleton and MCB Camp Lejeune.

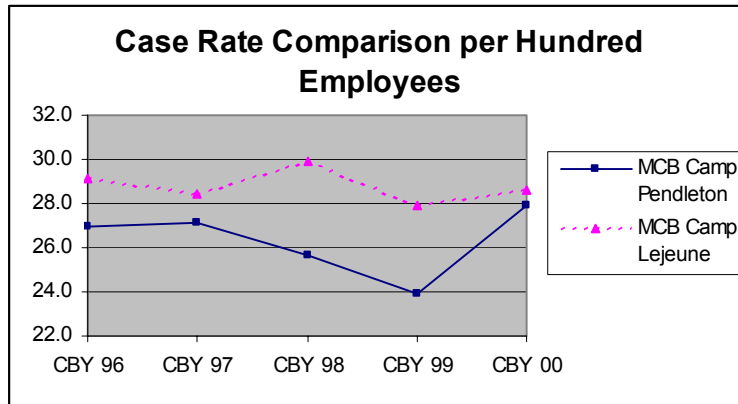


Figure 4.1. Case Rate Comparison Between MCB Camp Pendleton and MCB Camp Lejeune.

In CBY 96, the MCB Camp Lejeune case rate per hundred employees was 29.09 as compared to the MCB Camp Pendleton rate of 26.96. In CBY 00, MCB Camp Lejeune and MCB Camp Pendleton shared similar case rates of 28.65 and 27.9 respectively.

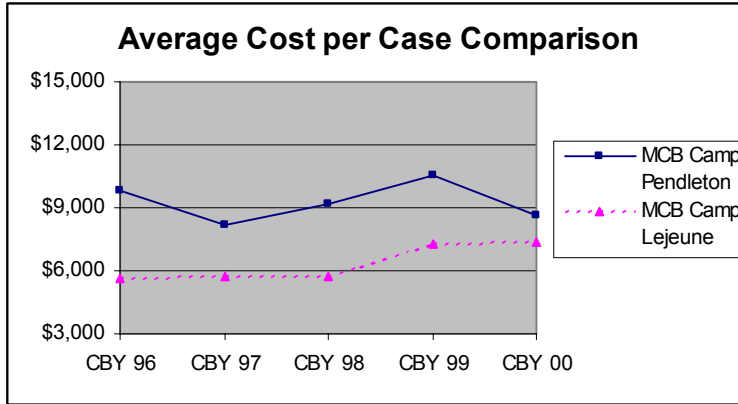


Figure 4.2. Average Cost per Case Comparison Between MCB Camp Pendleton and MCB Camp Lejeune.

Figure 4.2 shows the MCB Camp Pendleton average cost per case was 73.6% greater than that of the average cost per case for MCB Camp Lejeune for CBY 96. This deviation has since decreased, but the MCB Camp Pendleton average cost per case for CBY 00 is still 17.0% greater than that of MCB Camp Lejeune. Even though MCB Camp Pendleton has a lower case rate per hundred employees, the costs associated with these cases result in not only a higher average cost per case, but a higher cost per employee as well. Figure 4.3 compares the average cost per employee between the two bases.

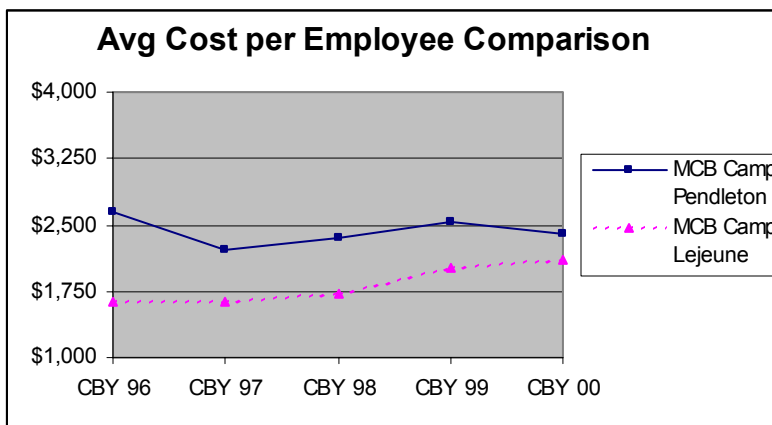


Figure 4.3. Average Cost per Employee Comparison Between MCB Camp Pendleton and MCB Camp Lejeune.

Follow-on research is required to determine the underlying factors responsible for the differences in these FECA metrics. Possible explanations could be higher locality pay/wage rates resulting in higher compensation payments for west coast employees; medical care may be more expensive on the west coast than on the east coast; or, the injuries experienced by employees on Camp Pendleton are more severe than the injuries experienced by employees on Camp Lejeune, thus, requiring more extensive medical care and longer compensation entitlement periods.

The top five injury categories reported by each base were also compared with one another. The top five injury categories for MCB Camp Pendleton from CBY 96 through CBY 00 were:

- Back strain – TB
- Multiple strains – TS
- Traumatic injury or disability (and incident) – other – T8
- Contusion; bruise, abrasion – TC
- Traumatic injury or disability (and incident) – unclassified – T9

And, the top five injury categories for MCB Camp Lejeune over the same period were:

- Back strain – TB
- Multiple strains – TS
- Contusion; bruise, abrasion – TC
- Traumatic injury or disability (and incident) – other – T8
- Laceration; cut – TL

The top four injury categories for each base were the same, though not exactly in the same order, with only the fifth most occurring injury category on each base being different. Because of this, it would be practical for the FECA Program managers of each base to engage in a collaborative effort to establish policies and injury prevention measures targeted towards reducing the occurrences of, and costs associated with, the top five injuries on their respective bases. Other bases, such as MCB Hawaii, MCAGCC Twentynine Palms, and bases located overseas may also benefit.

**B. WEST COAST/OCONUS AIR STATIONS AND EAST COAST AIR STATIONS**

Table 4.3 shows the FECA data used to compare FECA metrics of west coast/OCONUS (Iwakuni/Futenma) air stations with the FECA metrics of east coast air stations. These two groupings of air stations share similar missions and operate on separate coasts; therefore, significant variances between these two bases with regard to this comparative analysis may also identify areas where follow-on research may prove to be beneficial. Table 4.4 shows the case rate per hundred employees, average cost per case, and average cost per employee for these two groupings of air stations and figures 4.4-4.7 graphically present these comparisons.

	<u>West Coast/ OCONUS Air Stations</u>			<u>East Coast Air Stations</u>		
	Total Employees	Total Cases	Total Actual Costs	Total Employees	Total Cases	Total Actual Costs
<b>CBY 96</b>	1148	161	\$1,594,121	1607	296	\$2,450,450
<b>CBY 97</b>	1100	151	\$1,406,254	1592	274	\$2,974,339
<b>CBY 98</b>	1254	146	\$1,487,829	1566	261	\$2,911,578
<b>CBY 99</b>	885	126	\$1,435,551	1487	266	\$2,668,186
<b>CBY 00</b>	885	134	\$1,232,577	1487	301	\$3,095,433

Table 4.3. FECA Data of West Coast/OCONUS Air Stations and East Coast Air Stations.

From CBY 96 through CBY 00, the air stations located on the west coast and in Japan have been able to reduce both their total number of cases and total actual FECA costs, whereas, the opposite has occurred for the air stations located on the east coast. Over the same period, the employee populations for the west coast/OCONUS and east coast air stations decreased 22.9% and 7.5% respectively.

As mentioned in chapter three, MCAS Miramar is one of two activities that employs a full time ICPA who actively engages in case management. And, as MCAS Miramar is the largest air station in this category, any cost savings experienced would greatly affect the totals of this grouping of units. Both activities that employ a full time ICPA are located on the west coast and both activities have experienced declines in total FECA costs. Attempting to quantify the cost benefits of employing a full time ICPA



while taking geographic location into consideration is another area for follow-on research.

	<u>West Coast/ OCONUS Air Stations</u>			<u>East Coast Air Stations</u>		
	Cases Per Hundred Employees	Avg Cost Per Case	Avg Cost Per Employee	Cases Per Hundred Employees	Avg Cost Per Case	Avg Cost Per Employee
CBY 96	14.02	\$9,901	\$1,389	18.42	\$8,279	\$1,525
CBY 97	13.73	\$9,313	\$1,278	17.21	\$10,855	\$1,868
CBY 98	11.64	\$10,191	\$1,186	16.67	\$11,155	\$1,859
CBY 99	14.24	\$11,393	\$1,622	17.89	\$10,031	\$1,794
CBY 00	15.14	\$9,198	\$1,393	20.24	\$10,284	\$2,082

Table 4.4. Comparison of FECA Metrics Between West Coast/OCONUS Air Stations and East Coast Air Stations.

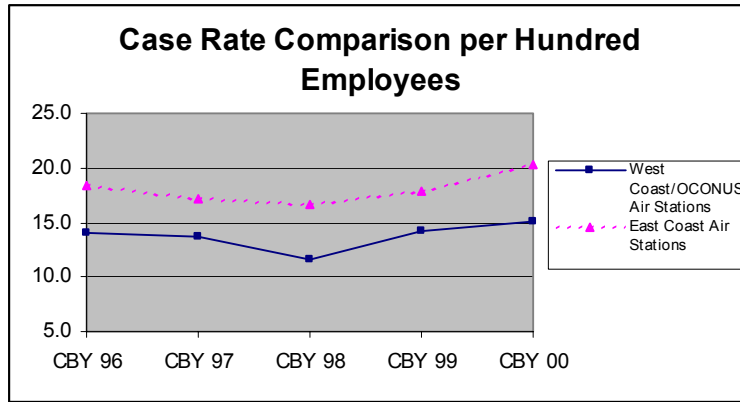


Figure 4.4. Case Rate Comparison Between West Coast/OCONUS Air Stations and East Coast Air Stations.

In CBY 96, the case rate per hundred employees for air stations located on the west coast and in Japan was 14.02 as compared to the east coast air stations' rate of 18.42. In CBY 00, both of these groupings of units experienced an increase in their respective case rates. The east coast air stations' case rate increased by 9.9% and the west coast/OCONUS air stations' case rate increased by 8.0%.

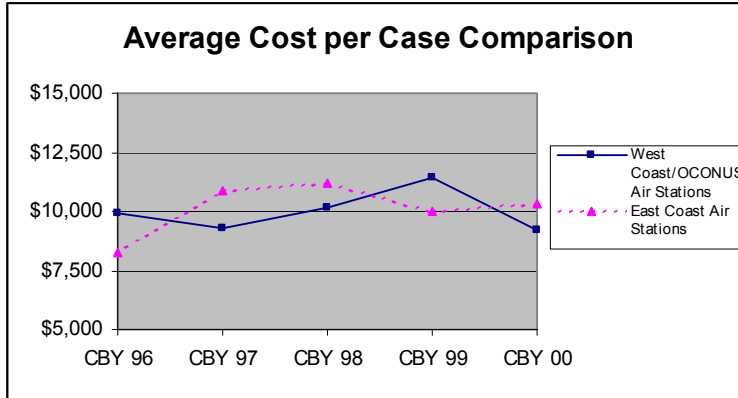


Figure 4.5. Average Cost per Case Comparison Between West Coast/OCONUS Air Stations and East Coast Air Stations.

Unlike the cost per case comparison between MCB Camp Pendleton and MCB Camp Lejeune, the average cost per case for the east coast air stations is comparable to that of the west coast/OCONUS air stations as seen in figure 4.5. In CBY 96, the average cost per case was greater for west coast/OCONUS air stations and, in CBY 00, the opposite is true. Follow-on research will be necessary to determine why the average cost per case differs for major bases located on separate coasts and are similar for air stations also located on separate coasts.

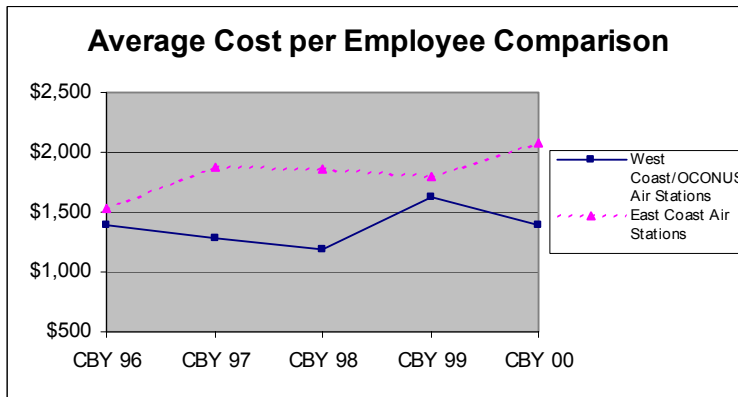


Figure 4.6. Average Cost per Employee Comparison Between West Coast/OCONUS Air Stations and East Coast Air Stations.

The top five injury categories for air stations located on the west coast and in Japan from CBY 96 through CBY 00 were:

- Back strain – TB
- Traumatic injury or disability (and incident) – other – T8
- Multiple strains – TS
- Contusion; bruise, abrasion – TC
- Traumatic injury or disability (and incident) – unclassified – T9

And, the top five injury categories for air stations located on the east coast over the same period were:

- Back strain – TB
- Multiple strains – TS
- Contusion; bruise, abrasion – TC
- Hearing loss – DH
- Traumatic injury or disability (and incident) – other – T8

Four of the top five most recurring injury categories are the same for both east coast and west coast/OCONUS air stations. Besides the unclassified traumatic injuries or disabilities (and incidents) for west coast air stations and the hearing loss cases for east coast air stations, the ICPAs and FECA Program managers for the units in these groupings should join together in formulating policies and injury prevention measures targeted towards reducing the occurrences of, and costs associated with, the four most frequently occurring injuries experienced across all air stations.

### **C. MCLB BARSTOW AND MCLB ALBANY**

Table 4.5 shows the FECA data used to compare FECA metrics of MCLB Barstow and MCLB Albany. These two activities share similar missions and operate on separate coasts; therefore, significant variances between these two bases with regard to this comparative analysis may also identify areas where follow-on research may prove to be beneficial. Table 4.6 shows the case rate per hundred employees, average cost per case, and average cost per employee for these two activities and figures 4.8-4.10 graphically present these comparisons.

**MCLB Barstow**

**MCLB Albany**

	<b>Total Employees</b>	<b>Total Cases</b>	<b>Total Actual Costs</b>	<b>Total Employees</b>	<b>Total Cases</b>	<b>Total Actual Costs</b>
<b>CBY 96</b>	1738	420	\$2,756,330	2411	355	\$1,366,040
<b>CBY 97</b>	1653	440	\$2,694,025	2300	363	\$1,492,723
<b>CBY 98</b>	1560	434	\$2,781,212	2179	293	\$1,449,424
<b>CBY 99</b>	1464	384	\$2,942,766	2056	187	\$1,415,445
<b>CBY 00</b>	1464	407	\$3,063,447	2056	197	\$1,679,628

Table 4.5. FECA Data of MCLB Barstow and MCLB Albany.

Table 4.5 shows that total actual FECA costs have increased for both MCLB Barstow and Albany from CBY 96 to CBY 00. Total cases have remained relatively constant over the years for MCLB Barstow, but MCLB Albany has been able to significantly reduce the number of total cases by 44.5% over the same period. Total employee populations for MCLBs Barstow and Albany have also decreased 15.8% and 14.7% respectively.

**MCLB Barstow**

**MCLB Albany**

	<b>Cases Per Hundred Employees</b>	<b>Avg Cost Per Case</b>	<b>Avg Cost Per Employee</b>	<b>Cases Per Hundred Employees</b>	<b>Avg Cost Per Case</b>	<b>Avg Cost Per Employee</b>
<b>CBY 96</b>	24.17	\$6,563	\$1,586	14.72	\$3,848	\$567
<b>CBY 97</b>	26.62	\$6,123	\$1,630	15.78	\$4,112	\$649
<b>CBY 98</b>	27.82	\$6,408	\$1,783	13.45	\$4,947	\$665
<b>CBY 99</b>	26.23	\$7,663	\$2,010	9.1	\$7,569	\$688
<b>CBY 00</b>	27.80	\$7,527	\$2,093	9.58	\$8,526	\$817

Table 4.6. Comparison of FECA Metrics Between MCLB Barstow and MCLB Albany.

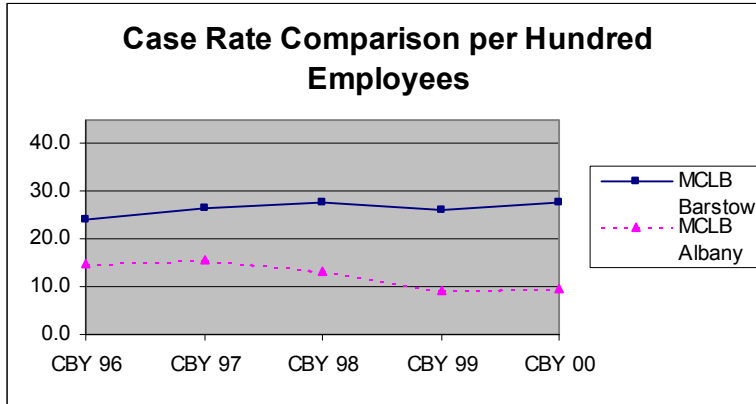


Figure 4.7. Case Rate Comparison Between MCLB Barstow and MCLB Albany.

Table 4.6 and Figure 4.7 shows that the case rate per hundred employees increased for MCLB Barstow and decreased significantly for MCLB Albany. Also, the average cost per case for MCLB Barstow was 70.6% greater than the average cost per case for MCLB Albany in CBY 96. In CBY 99, the average cost per case for MCLB Albany caught up to that of MCLB Barstow and, in CBY 00, it surpassed it as shown in Figure 4.8. To determine why MCLB Albany's average cost per case increased enough to surpass MCLB Barstow's presents another area for follow-on research.

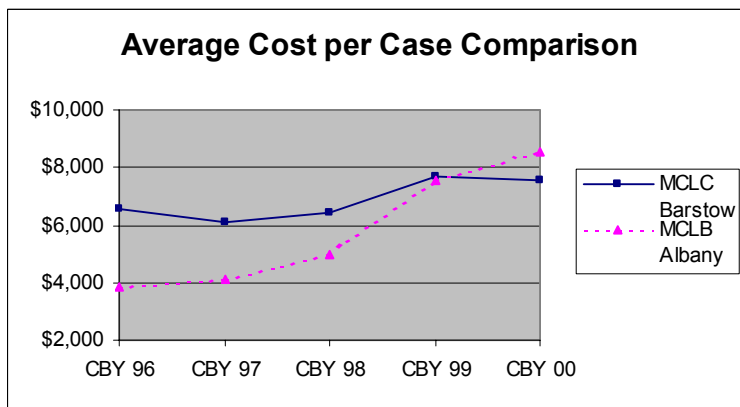


Figure 4.8. Average Cost per Case Comparison Between MCLB Barstow and MCLB Albany.

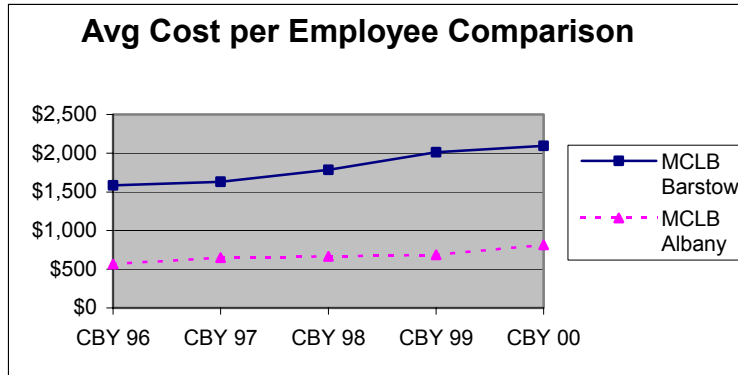


Figure 4.9. Average Cost per Employee Comparison Between MCLB Barstow and MCLB Albany.

The top five injury categories for these two activities are identical and are the exact same as the top five Marine Corps-wide injury categories. They are as follows:

- Multiple strains – TS
- Back strain – TB
- Contusion; bruise, abrasion – TC
- Traumatic injury or disability (and incident) – other – T8
- Laceration; cut – TL

Because these two activities share similar missions and both experienced the same five most recurring injuries over the past five years, each would benefit from a collaborative effort involving their respective ICPAs and FECA Program managers in developing injury prevention and cost reduction initiatives for these five injury categories.

**D. AREAS FOR FOLLOW-ON RESEARCH**

Significant deviations between metrics of similar activities/installations revealed areas for follow-on research. The areas include, but are not limited to the following:

- Why do MCB Camp Pendleton FECA costs exceed those of MCB Camp Lejeune even though MCB Camp Pendleton has a lower case rate per hundred employees?
- Is it possible to quantify the cost benefits of employing a full time ICPA?
- Why is the case rate per hundred employees higher for air stations located on the east coast than for air stations located on the west coast?

- Why has MCLB Albany experienced a significant increase in its average cost per case from CBY 96 through CBY 00?
- Why is the case rate per hundred employees significantly lower for MCLB Albany as compared to MCLB Barstow?
- Identifying the causes behind any of these deviations may expose further areas for potential cost savings.

#### **E. CHAPTER SUMMARY**

The comparisons made in this chapter displayed the differences of various FECA metrics between activities/installations that shared similar missions. This provides different installation/activity commanders with an opportunity to compare the performance of their respective FECA Programs with similar installation/activities.

The following chapter provides a summary of the cost reduction initiatives identified in a recent CNA study and a summary of the cost savings initiatives employed by the Tobyhanna Army Depot. Each will be analyzed for potential Marine Corps application.

## V. FECA CASE STUDIES

This chapter summarizes the cost reduction initiatives identified in a recent CNA study dated March 2001, “An Analysis of Navy Workers’ Compensation Costs.” A summary of the cost savings initiatives employed by the Tobyhanna Army Depot is also included for potential USMC application.

### A. CNA STUDY – AN ANALYSIS OF NAVY WORKERS’ COMPENSATION COSTS

In March 2001, the Center for Naval Analyses released a study that cited the case management efforts and cost reduction initiatives of Navy Region Southwest and the regional NAVSEA offices that manage FECA cases of closed shipyards. Each was able to realize cost savings by reducing its total number of active FECA cases. The primary factors that led to their success, as stated in the study, are as follows:

Centralization and dedicated staffing – Navy Region Southwest’s FECA Program management office is collocated with their Human Resource Office regional headquarters. The case management staff consists of seven ICPAs whose primary (and sole) responsibility is to manage the FECA Programs for the activities in their region. This centralization and dedicated staffing allows for a more focused effort in managing existing claims and developing program policies and cost reduction initiatives.

Naval Sea Systems Command also employed dedicated case managers operating out of centralized offices. Two centralized offices were established to manage the active FECA cases of the closed shipyards; one on the east coast and one on the west coast. This centralization and dedicated staffing also allowed the case management staff to focus their efforts in managing existing claims and reducing total FECA costs.

Mandatory light-duty and return to work programs – Supervisors operating within Navy Region Southwest who have injured workers drawing compensation benefits must find light-duty positions for the injured workers to fill. According to the CNA study, approximately 80% of job offers offered to injured workers on extended disability are turned down. When an employee rejects a job offer, his/her benefits may be terminated according to section 8106 of the FECA Statute. Section 8106 states that partially



disabled employees who refuse to seek suitable work, or refuse work after suitable work is offered, are no longer entitled to compensation.

Diligence in older case management – The CNA study had shown that most FECA costs come from older cases. Therefore, to experience the greatest cost savings in terms of case management efforts, case managers must focus their efforts on closing older cases. At Navy Region Southwest, three dedicated case managers manage older claims. Their efforts include, but are not limited to, periodically confirming the medical/disability status of long-term claimants, requesting second opinions, offering jobs or vocational training to those with the capacity to return to work and ensuring that any offered vocational training is completed. Should a claimant refuse to submit to an examination to confirm his/her disability status, the FECA statute states that compensation should be suspended until the claimant complies. The statute also permits the Secretary of Labor to direct permanently disabled individuals to undergo vocational rehabilitation. The costs of any such vocational rehabilitation will be borne by the service involved. Upon completion of vocational rehabilitation, the claimant must seek suitable work. Once employed, compensation benefits will be reduced, if not eliminated, depending on the claimant's wage earning capacity following vocational rehabilitation. (CNA study)

The NAVSEA regional offices' ability to place claimants in light duty positions and enforce return to work programs was virtually nonexistent as the shipyards where the claimants were once employed are now closed. Because of this, NAVSEA relied on aggressive case management to reduce their total FECA costs. The case management efforts of the NAVSEA regional offices from 1995 to 2000 have resulted in an estimated \$62 million in avoided costs. Each office is staffed with five case managers and it costs NAVSEA approximately \$500k annually per office. Together, the two offices handle approximately 3,000 cases. This is more than all of the active Marine Corps FECA cases combined.

#### **B. TOBYHANNA ARMY DEPOT**

The Tobyhanna Army Depot employed many of the same measures used by Navy Region Southwest and have also experienced substantial cost savings. A report provided by the Tobyhanna Army Depot outlined their FECA Program management efforts and

identified the steps they have taken to better manage and reduce their total FECA costs. These steps include, but are not limited to:

Reemployment efforts – The initial course of action taken by the Tobyhanna Army Depot was to review all 42 cases of former employees drawing long-term compensation benefits to identify potential candidates for reemployment. Once identified, these employees underwent medical examinations to determine whether any of them were capable of serving in any type of limited duty capacity. Those identified as having reemployment potential were offered positions. And, as with Navy Region Southwest, employees who refused to accept offered positions had their compensation benefits terminated. This initial effort resulted in 17 removals from their long-term rolls. Since then, it is estimated that the Tobyhanna Army Depot has saved in excess of five million dollars in compensation benefits in terms of actual savings and cost avoidance.

Light duty employment – As with Navy Region Southwest, light duty programs are also mandatory at the Tobyhanna Army Depot.

Intensive case management – The study states that intensive case management is the key to controlling workers' compensation costs. The Tobyhanna Army Depot employs a dedicated staff to manage each compensation case individually. This has produced positive results with regard to cost savings.

Use of investigative services – The Tobyhanna Army Depot investigates suspicious claims by soliciting and contracting on an 'as needed basis' the services of private investigative concerns. The Tobyhanna Army Depot states that the ability to obtain evidence (photographs and/or video) of employees engaging in questionable activities is not realistic with respect to the present structure of their own investigative services. Though extreme, the possibility of employing private investigative services may serve as an effective deterrent to employees considering engaging in fraudulent activities. Also, any convincing evidence obtained through the use of investigative services may be presented to the Secretary of Labor in an attempt to overturn questionable disability determinations.

### **C. BEST PRACTICES**

Both the CNA study and the Tobyhanna Army Depot report cited similar courses of action to reduce the total number of active cases that ultimately resulted in lower FECA costs. Common emphasis was placed on dedicated staffing, reemployment efforts, light duty employment, and aggressive case management. These best practices will be included as recommendations for Marine Corps application in the following chapter.

## **VI. RECOMMENDATIONS AND CONCLUSION**

This chapter presents program management recommendations to be implemented throughout the major USMC commands to reduce total FECA costs. Case and cost reduction goals, along with projected cost savings, will also be provided if and when applicable.

The cost reduction initiatives of Navy Region Southwest identified in a CNA study dated March 2001, “An Analysis of Navy Workers’ Compensation Costs” along with the cost savings initiatives addressed in a study on the Tobyhanna Army Depot’s FECA Program are the main drivers behind the recommendations in this chapter. Both of these activities have experienced varying degrees of success in their efforts to reduce the total costs of their respective FECA programs. It is recommended that FECA Program managers and ICPAs across the Marine Corps read and become familiar with these studies along with the cost reduction measures employed by each activity.

### **A. DEDICATED STAFFING**

To date, the Marine Corps employs 15 field ICPAs where only two activities enjoy the benefits of having dedicated (not collateral duty) ICPAs to manage their active FECA cases. As mentioned in chapter three, these two activities are MCB Camp Pendleton and MCAS Miramar. Navy Region Southwest, NAVSEA, and the Tobyhanna Army Depot employed dedicated staffs and experienced positive results by doing so. The data presented in chapter three shows that MCB Camp Pendleton reduced its FECA costs by 24.1% (in 1996 constant year dollars) between 1996 and 2000. This data also shows that total FECA costs decreased for air stations located on the west coast and in Japan by 32.7% over the same period. And, as MCAS Miramar is the largest of the west coast and overseas air stations, it possesses the greatest potential to affect the totals of this grouping of units.

The Tobyhanna Army Depot study makes the claim that “a commitment of approximately \$50,000 in salaries per year to staff the compensation office has resulted in a return of millions of dollars in savings since 1984.” With this study using 1984 cost data, the investment in salaries per year today will be greater than \$50,000 due to pay and

locality increases; however, the potential for cost reduction should also be greater by the same percentage.

Taking into consideration the results of MCB Camp Pendleton and air stations located on the west coast and in Japan, the first recommendation is to ensure ICPAs are able to commit 100% of their time towards managing and reducing active FECA cases.

## **B. MANDATORY LIGHT DUTY AND RETURN TO WORK PROGRAMS**

It should be made mandatory for supervisors who have injured workers drawing compensation benefits to find some type of light duty position for the injured workers to fill. In CBY 00, only 128 personnel drawing FECA benefits returned to work in a limited/light duty capacity. Once a physician determines that an employee is capable of fulfilling a limited duty position, a job must be offered to that employee. The benefit of such action is not paying two people to perform one job. For example, when an employee gets injured and is entitled to compensation benefits under the FECA, the responsible activity is charged for the amount of compensation. The responsible activity may also have to hire another individual to perform the tasks the injured employee once performed. In this instance, the activity not only provides compensation benefits to the injured employee, it also pays someone else to perform the work. Should the injured employee be offered a limited duty position, the activity benefits from work conducted by the employee, rather than allowing the employee to draw compensation benefits with no associated productivity. This may also free up an existing employee to perform the injured employee's previous tasks or allow other employees to focus their attention on different tasks/areas. End result: lower FECA costs and higher productivity.

According to the CNA study, approximately 80% of job offers offered to injured workers at Navy Region Southwest are turned down. When an employee rejects a job offer, his/her benefits may be terminated according to section 8106 of the FECA Statute. Section 8106 states that partially disabled employees who refuse to seek suitable work, or refuse work after suitable work is offered is not entitled to compensation.

In order for a limited/light duty program such as this to work, ICPAs must coordinate their efforts with the Civilian Human Resources Offices to determine what openings are available that the injured employee(s) can fill. When a position is

identified, FECA Program managers must communicate to the injured employee and to the attending physician(s) that a limited duty position is available and that it is expected that the employee fill this position when medically qualified. A task description of the limited duty position should also be presented to the attending physician(s) to allow him/her to make a more informed decision to determine how soon the injured employee will be able to return to work.

Also, according to MCO 12713.8, dated 25 April 1990, on the Handicapped Individuals Program, the DoD established a goal of at least two percent representation of persons with targeted disabilities in the workforce. These targeted disabilities are deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, mental retardation, mental illness, and distortion of limbs and/or spine. Offering jobs to claimants drawing FECA benefits who experience any one of these targeted disabilities not only reduces the Marine Corps' total FECA costs, it helps the Marine Corps achieve the DoD's two percent goal as well.

### **C. DILIGENCE IN OLDER CASE MANAGEMENT**

The CNA study had shown that most USN FECA costs come from older cases. This prompted a further probe into active USMC FECA cases. Table 6.1 confirms that the same condition exists regarding total USMC FECA costs for CBY 00. The greatest immediate savings would come from closing cases greater than one year old. The correlation between total costs and case age is due to the fact that older cases consist primarily of compensation payments, whereas, costs for cases less than one year in age primarily consist of initial medical treatment. The oldest active case has an injury date of 21 March 1961 and the claimant received \$22,279.06 in compensation payments in CBY 00.

Activity	<1 year		1-5 years		6-10 years		11-20 years		20+ years	
	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs	Cases	Costs
HQMC/Others	25	\$4,807	20	\$102,952	6	\$57,428	5	\$80,583	1	\$506
Training Cmds	102	\$65,363	98	\$623,035	19	\$222,201	29	\$640,837	28	\$520,022
MCB CPEN	168	\$103,904	104	\$810,111	28	\$460,852	69	\$1,341,950	26	\$689,337
MCB CLNC	219	\$204,207	108	\$667,762	46	\$841,920	43	\$1,006,515	26	\$536,349
29 Palms	33	\$44,375	22	\$266,558	6	\$96,080	12	\$167,354	3	\$25,216
MC Bases Japan	2	\$0	3	\$19,733	0	\$0	0	\$0	0	\$0
MCB Hawaii	30	\$5,535	25	\$41,975	5	\$47,268	8	\$164,393	6	\$81,322
West Air Stations	49	\$22,880	39	\$155,615	5	\$120,723	25	\$610,580	16	\$322,780
East Air Stations	113	\$260,712	81	\$760,333	26	\$458,887	37	\$683,564	44	\$931,938
Recruiting Cmd	3	\$401	4	\$12,081	2	\$35,522	1	\$19,591	0	\$0
MATCOM	<u>262</u>	<u>\$415,967</u>	<u>230</u>	<u>\$1,690,555</u>	<u>40</u>	<u>\$455,279</u>	<u>59</u>	<u>\$1,392,602</u>	<u>36</u>	<u>\$876,900</u>
<b>Totals:</b>	<b>1006</b>	<b>\$1,128,151</b>	<b>734</b>	<b>\$5,150,710</b>	<b>183</b>	<b>\$2,796,160</b>	<b>288</b>	<b>\$6,107,969</b>	<b>186</b>	<b>\$3,984,370</b>

Table 6.1. CBY 00 USMC FECA Case Age Distribution.

In light of this finding, diligent management of older cases may result in substantial cost saving. To close older cases, the efforts of USMC ICPAs should focus on periodically confirming the medical/disability status of long-term claimants, requesting second opinions, coordinating the availability of jobs within the claimants' ability levels, and ensuring that claimants able to attend vocational rehabilitation do so and ensure that this training is completed. This recommendation also necessitates having dedicated ICPAs.

By successfully closing 10% of the cases in each age category above that exceeds one year in age, the Marine Corps stands to save close to \$1.8 million. The Tobyhanna Army Depot successfully removed 17 of 42 claimants from their long-term rolls, a 40.5% reduction in cases. According to the Tobyhanna Army Depot report, the Department of Labor indicated that if Tobyhanna were able to eliminate 10% of the people from their long-term rolls, it would be deemed a success. Should USMC ICPAs experience the same level of success by eventually removing 40.5% of claimants from the long-term rolls, the Marine Corps could stand to save up to \$7.3 million. This alone would offset the additional resources spent on employing dedicated ICPAs.

#### **D. INJURY PREVENTION MEASURES**

Although the greatest immediate cost savings will be realized through aggressive management of older cases, the implementation of injury prevention measures is the only long-term solution to containing FECA Program costs. If the injuries can be prevented, it reduces the chance for claimants to become long-term recipients of compensation benefits; therefore, removing the need for diligent management of older cases.

The data provided by the FECAMIS database identified five injury categories that were responsible for 71% of total CBY 00 FECA costs and 68% of total CBY 00 cases. Table 6.1 shows that 1,006 injuries occurred in CBY 00 (1 July 1999 through 30 June 2000) costing \$1,128,151. Of these injuries, the top five most recurring USMC-wide injuries identified in chapter three were responsible for 763 of the 1,006 cases and \$859,728 of the \$1,128,151 in costs.

These top five injuries, though similar in type, may have been caused by different sets of circumstances as employees perform different tasks in different work environments. This calls for ICPAs and Occupational Safety and Health representatives of similar activities (i.e. air stations, depot maintenance activities, major bases) to join efforts in developing safety policies and procedures aimed towards reducing the occurrence of the top five USMC-wide injuries and/or the top five most recurring injuries for their respective activities. By reducing the occurrences of these injuries, it also reduces the probability that many of these cases will carry into the next CBY allowing the costs associated with these injuries to increase as claimants draw more in compensation benefits.

#### **E. SUMMARY OF RECOMMENDATIONS**

The recommendations presented in this chapter all have the potential to significantly reduce total FECA Program costs; however, the degree of effectiveness depends on the level of command support behind any or all of these recommendations. That support may be in the form of base orders, establishing proactive safety and return to work programs, and/or increases in FECA program resources (additional or full time ICPAs). Base orders will increase the awareness of supervisors of civilian employees to the FECA program and its associated costs. Proactive safety programs could reduce the number of injuries occurring on each respective installation. Return to work programs



could reduce FECA costs and increase productivity in the workplace. And, by hiring additional ICPAs or converting existing ICPA positions to full time positions, more time could be dedicated towards managing existing cases and new cases alike.

#### **F. RESEARCH BENEFITS**

This research was intended to provide useful information to the Marine Corps and its major installations and activities regarding the main cost drivers of the USMC FECA Program. The main cost drivers identified in this research are as follows:

- On average, 77.2% of total FECA costs between CBY 96 and CBY 00 went towards providing compensation payments.
- Five injury categories were responsible for 71% of total FECA cases and 68% of total FECA costs for CBY 00. These five injury categories are listed below in order of frequency of occurrence between CBY 96 and CBY 00:
  1. Back strain – TB
  2. Multiple strains – TS
  3. Contusion; bruise, abrasion – TC
  4. Traumatic injury or disability (and incident) – other – T8
  5. Laceration; cut – TL
- The majority of FECA benefits are paid to cases greater than one year old:
  - Fifty-eight percent of total FECA cases are greater than one year old.
  - Ninety-four percent of total FECA costs are paid to cases greater than one year old.

The cost drivers listed above were provided in total USMC figures and were also broken down by major base, installation, activity, and/or groupings thereof. The intent was to provide useful information to the ICPAs and FECA program managers across the Marine Corps. Ideally, ICPAs and program managers should use this information to target those areas that would result in the greatest cost savings. Also, it allows activities (or groupings thereof) to benchmark their program metrics to similar activities that share similar missions.

#### **G. RESEARCH QUESTIONS ANSWERED**

Both the primary and secondary research questions found in Chapter I were addressed and answered per the scope and research methodology that guided the direction of this research effort. The significant cost drivers of the USMC FECA Program were

identified in Chapters III and VI (chapter VI identified the costs associated with older cases). The measures that can be taken to reduce total FECA costs can be found in Chapters V and VI. And, how the FECA Programs of installations/activities that share similar missions compare with one another can be found in Chapter V.

#### **H. CONCLUSION**

The recommendations found in Chapter VI could result in substantial cost savings when applied by ICPAs and FECA Program managers across the Marine Corps. Command support, injury prevention measures, mandatory return to work programs, aggressive case management, and dedicated staffing are the requirements necessary for an effective FECA Program aimed towards minimizing total FECA Program costs.

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**APPENDIX A. CBY 00 FECA DATA SAMPLE FROM 1/1/00 - 6/22/00**

UIC	NATURE	DOI	MED	COMP	TOTAL
67001	TV	6/22/00	\$0.00	\$0.00	\$0.00
67001	TL	6/21/00	\$0.00	\$0.00	\$0.00
681	T8	6/20/00	\$0.00	\$0.00	\$0.00
681	T8	6/20/00	\$0.00	\$0.00	\$0.00
681	TL	6/20/00	\$0.00	\$0.00	\$0.00
681	TV	6/19/00	\$0.00	\$0.00	\$0.00
681	TF	6/18/00	\$0.00	\$0.00	\$0.00
62613	TC	6/15/00	\$0.00	\$0.00	\$0.00
681	T8	6/14/00	\$0.00	\$0.00	\$0.00
681	T8	6/14/00	\$0.00	\$0.00	\$0.00
67001	TY	6/14/00	\$0.00	\$0.00	\$0.00
67399	T8	6/14/00	\$0.00	\$0.00	\$0.00
263	TS	6/13/00	\$0.00	\$0.00	\$0.00
67001	TL	6/13/00	\$0.00	\$0.00	\$0.00
67001	TS	6/13/00	\$0.00	\$0.00	\$0.00
681	T8	6/12/00	\$0.00	\$0.00	\$0.00
67001	TS	6/12/00	\$0.00	\$0.00	\$0.00
67001	TI	6/9/00	\$0.00	\$0.00	\$0.00
67001	TC	6/8/00	\$0.00	\$0.00	\$0.00
67865	T8	6/8/00	\$0.00	\$0.00	\$0.00
146	TR	6/7/00	\$0.00	\$0.00	\$0.00
146	TR	6/7/00	\$0.00	\$0.00	\$0.00
263	TF	6/7/00	\$0.00	\$0.00	\$0.00
146	TB	6/6/00	\$0.00	\$0.00	\$0.00
681	T8	6/6/00	\$0.00	\$0.00	\$0.00
146	TY	6/5/00	\$0.00	\$0.00	\$0.00
62204	TF	6/5/00	\$0.00	\$0.00	\$0.00
67004	TS	6/5/00	\$0.00	\$0.00	\$0.00
146	TL	6/2/00	\$0.00	\$0.00	\$0.00
681	T8	6/2/00	\$0.00	\$0.00	\$0.00
67001	TS	6/2/00	\$0.00	\$0.00	\$0.00
67004	TR	6/2/00	\$0.00	\$0.00	\$0.00
263	TU	6/1/00	\$0.00	\$0.00	\$0.00
681	T8	6/1/00	\$0.00	\$0.00	\$0.00
62204	TC	6/1/00	\$26.00	\$0.00	\$26.00
67004	TV	6/1/00	\$0.00	\$0.00	\$0.00
146	TB	5/31/00	\$0.00	\$0.00	\$0.00
264	TC	5/31/00	\$0.00	\$0.00	\$0.00
681	TJ	5/31/00	\$0.00	\$0.00	\$0.00

**FECA Sample Data**

146	TC	5/30/00	\$0.00	\$0.00	\$0.00
681	T8	5/30/00	\$0.00	\$0.00	\$0.00
681	T8	5/30/00	\$0.00	\$0.00	\$0.00
681	TL	5/30/00	\$0.00	\$0.00	\$0.00
62974	TS	5/30/00	\$0.00	\$0.00	\$0.00
146	TC	5/26/00	\$0.00	\$0.00	\$0.00
62204	T8	5/26/00	\$0.00	\$0.00	\$0.00
67001	TI	5/26/00	\$0.00	\$0.00	\$0.00
67001	TV	5/25/00	\$0.00	\$0.00	\$0.00
263	T8	5/24/00	\$0.00	\$0.00	\$0.00
681	TS	5/24/00	\$0.00	\$0.00	\$0.00
67004	TL	5/24/00	\$0.00	\$0.00	\$0.00
681	T8	5/23/00	\$0.00	\$0.00	\$0.00
60050	TL	5/23/00	\$0.00	\$0.00	\$0.00
62204	TC	5/23/00	\$0.00	\$0.00	\$0.00
62204	TS	5/23/00	\$0.00	\$0.00	\$0.00
146	TB	5/22/00	\$0.00	\$0.00	\$0.00
67001	T8	5/22/00	\$0.00	\$0.00	\$0.00
681	TI	5/21/00	\$0.00	\$0.00	\$0.00
681	T8	5/19/00	\$0.00	\$0.00	\$0.00
67001	TI	5/19/00	\$0.00	\$0.00	\$0.00
67004	TL	5/19/00	\$501.00	\$0.00	\$501.00
264	TS	5/18/00	\$0.00	\$0.00	\$0.00
681	T8	5/18/00	\$0.00	\$0.00	\$0.00
60169	TB	5/18/00	\$0.00	\$0.00	\$0.00
62204	T8	5/18/00	\$0.00	\$0.00	\$0.00
62204	TC	5/18/00	\$100.00	\$0.00	\$100.00
62974	T8	5/18/00	\$0.00	\$0.00	\$0.00
67001	TI	5/18/00	\$0.00	\$0.00	\$0.00
67001	TS	5/18/00	\$0.00	\$0.00	\$0.00
68909	T8	5/18/00	\$0.00	\$0.00	\$0.00
681	TB	5/17/00	\$0.00	\$0.00	\$0.00
67399	T8	5/17/00	\$0.00	\$0.00	\$0.00
67865	TB	5/17/00	\$0.00	\$0.00	\$0.00
146	T8	5/16/00	\$0.00	\$0.00	\$0.00
264	TB	5/16/00	\$57.00	\$0.00	\$57.00
264	TB	5/16/00	\$0.00	\$0.00	\$0.00
681	TL	5/16/00	\$0.00	\$0.00	\$0.00
62204	T8	5/16/00	\$0.00	\$0.00	\$0.00
62204	TF	5/16/00	\$0.00	\$0.00	\$0.00

**FECA Sample Data**

264	TS	5/15/00	\$100.00	\$0.00	\$100.00
62204	T8	5/15/00	\$88.00	\$0.00	\$88.00
67008	TB	5/15/00	\$0.00	\$0.00	\$0.00
62204	TF	5/13/00	\$0.00	\$0.00	\$0.00
67001	TS	5/12/00	\$0.00	\$0.00	\$0.00
60169	TB	5/11/00	\$0.00	\$0.00	\$0.00
62204	T8	5/11/00	\$0.00	\$0.00	\$0.00
67001	TV	5/11/00	\$0.00	\$0.00	\$0.00
67001	TY	5/11/00	\$0.00	\$0.00	\$0.00
263	TS	5/10/00	\$0.00	\$0.00	\$0.00
62204	T8	5/10/00	\$0.00	\$0.00	\$0.00
67399	TF	5/10/00	\$0.00	\$0.00	\$0.00
146	TF	5/9/00	\$0.00	\$0.00	\$0.00
146	TB	5/8/00	\$0.00	\$0.00	\$0.00
264	TS	5/8/00	\$100.00	\$0.00	\$100.00
681	T8	5/8/00	\$0.00	\$0.00	\$0.00
62204	S9	5/8/00	\$0.00	\$0.00	\$0.00
62204	TB	5/8/00	\$0.00	\$0.00	\$0.00
62204	TL	5/8/00	\$0.00	\$0.00	\$0.00
67001	TC	5/8/00	\$0.00	\$0.00	\$0.00
67017	TC	5/8/00	\$401.00	\$0.00	\$401.00
67399	T8	5/8/00	\$0.00	\$0.00	\$0.00
264	TB	5/6/00	\$0.00	\$0.00	\$0.00
62204	T8	5/5/00	\$0.00	\$0.00	\$0.00
62204	T8	5/5/00	\$100.00	\$0.00	\$100.00
67001	TS	5/5/00	\$190.00	\$0.00	\$190.00
318	TC	5/4/00	\$100.00	\$0.00	\$100.00
62204	T8	5/4/00	\$0.00	\$0.00	\$0.00
62204	TS	5/4/00	\$0.00	\$0.00	\$0.00
264	TF	5/3/00	\$0.00	\$0.00	\$0.00
67001	T8	5/3/00	\$133.00	\$0.00	\$133.00
67001	TS	5/3/00	\$115.00	\$0.00	\$115.00
67865	T8	5/3/00	\$0.00	\$0.00	\$0.00
146	TV	5/2/00	\$0.00	\$0.00	\$0.00
681	T8	5/2/00	\$0.00	\$0.00	\$0.00
67001	TL	5/2/00	\$0.00	\$0.00	\$0.00
67001	TS	5/2/00	\$0.00	\$0.00	\$0.00
67008	T8	5/2/00	\$100.00	\$0.00	\$100.00
263	TS	5/1/00	\$0.00	\$0.00	\$0.00
681	TS	5/1/00	\$0.00	\$0.00	\$0.00

**FECA Sample Data**

62974	T8	5/1/00	\$0.00	\$0.00	\$0.00
681	TB	4/30/00	\$100.00	\$0.00	\$100.00
318	TL	4/29/00	\$0.00	\$0.00	\$0.00
62204	TC	4/29/00	\$188.00	\$0.00	\$188.00
62204	T8	4/28/00	\$0.00	\$0.00	\$0.00
681	T8	4/27/00	\$0.00	\$0.00	\$0.00
681	T8	4/27/00	\$100.00	\$0.00	\$100.00
67001	T8	4/27/00	\$305.00	\$0.00	\$305.00
67004	T8	4/27/00	\$0.00	\$0.00	\$0.00
146	TS	4/26/00	\$0.00	\$0.00	\$0.00
62204	T8	4/26/00	\$0.00	\$0.00	\$0.00
62204	TS	4/26/00	\$0.00	\$0.00	\$0.00
62974	T8	4/26/00	\$0.00	\$0.00	\$0.00
67399	TF	4/26/00	\$100.00	\$0.00	\$100.00
67399	TS	4/26/00	\$0.00	\$0.00	\$0.00
264	TC	4/25/00	\$73.00	\$0.00	\$73.00
60050	T8	4/25/00	\$0.00	\$0.00	\$0.00
67004	T8	4/25/00	\$3,316.66	\$0.00	\$3,316.66
67004	TC	4/25/00	\$87.00	\$0.00	\$87.00
27	TS	4/24/00	\$0.00	\$0.00	\$0.00
263	TC	4/24/00	\$86.00	\$0.00	\$86.00
67001	T8	4/24/00	\$0.00	\$0.00	\$0.00
67001	TS	4/24/00	\$0.00	\$0.00	\$0.00
67004	TP	4/22/00	\$77.04	\$0.00	\$77.04
60050	TC	4/21/00	\$100.00	\$0.00	\$100.00
67001	TB	4/21/00	\$791.00	\$0.00	\$791.00
681	T8	4/19/00	\$0.00	\$0.00	\$0.00
62204	T8	4/19/00	\$0.00	\$0.00	\$0.00
67001	TL	4/19/00	\$0.00	\$0.00	\$0.00
67604	DM	4/19/00	\$0.00	\$0.00	\$0.00
67001	TU	4/18/00	\$100.00	\$0.00	\$100.00
62204	T8	4/17/00	\$839.87	\$0.00	\$839.87
67001	TB	4/17/00	\$100.00	\$0.00	\$100.00
62204	TJ	4/14/00	\$8.00	\$0.00	\$8.00
67001	TL	4/14/00	\$0.00	\$0.00	\$0.00
67865	TF	4/14/00	\$339.00	\$0.00	\$339.00
243	T8	4/13/00	\$0.00	\$0.00	\$0.00
62204	TF	4/13/00	\$596.50	\$0.00	\$596.50
62204	TS	4/13/00	\$188.00	\$0.00	\$188.00
146	T8	4/12/00	\$0.00	\$0.00	\$0.00

**FECA Sample Data**

243	TF	4/12/00	\$100.00	\$0.00	\$100.00
264	TS	4/12/00	\$0.00	\$0.00	\$0.00
681	T8	4/12/00	\$100.00	\$0.00	\$100.00
67001	T8	4/12/00	\$348.00	\$0.00	\$348.00
67865	TT	4/12/00	\$0.00	\$0.00	\$0.00
27	TS	4/11/00	\$0.00	\$0.00	\$0.00
263	TC	4/11/00	\$432.00	\$0.00	\$432.00
62204	T8	4/11/00	\$0.00	\$0.00	\$0.00
62204	TF	4/11/00	\$0.00	\$0.00	\$0.00
62204	TI	4/11/00	\$0.00	\$0.00	\$0.00
681	TP	4/10/00	\$0.00	\$0.00	\$0.00
67854	TB	4/10/00	\$0.00	\$0.00	\$0.00
681	T8	4/7/00	\$35,606.75	\$1,802.28	\$37,409.03
146	TB	4/6/00	\$1,105.00	\$0.00	\$1,105.00
146	TF	4/6/00	\$43.00	\$0.00	\$43.00
681	T8	4/6/00	\$0.00	\$0.00	\$0.00
681	TI	4/6/00	\$0.00	\$0.00	\$0.00
60169	TS	4/6/00	\$85.00	\$0.00	\$85.00
67001	TB	4/6/00	\$0.00	\$0.00	\$0.00
67001	TS	4/5/00	\$448.49	\$0.00	\$448.49
67013	MC	4/4/00	\$0.00	\$0.00	\$0.00
62204	T8	4/3/00	\$0.00	\$0.00	\$0.00
146	T8	4/2/00	\$0.00	\$0.00	\$0.00
146	DH	3/31/00	\$0.00	\$0.00	\$0.00
62204	T8	3/30/00	\$0.00	\$0.00	\$0.00
67001	TS	3/30/00	\$100.00	\$0.00	\$100.00
318	TB	3/29/00	\$100.00	\$0.00	\$100.00
681	T8	3/29/00	\$0.00	\$0.00	\$0.00
681	T8	3/29/00	\$0.00	\$0.00	\$0.00
681	T8	3/29/00	\$0.00	\$0.00	\$0.00
681	T8	3/29/00	\$0.00	\$0.00	\$0.00
681	T8	3/29/00	\$0.00	\$0.00	\$0.00
67001	T8	3/29/00	\$0.00	\$0.00	\$0.00
27	T4	3/28/00	\$0.00	\$0.00	\$0.00
318	T8	3/28/00	\$0.00	\$0.00	\$0.00
681	T8	3/28/00	\$0.00	\$0.00	\$0.00
681	TB	3/28/00	\$100.00	\$0.00	\$100.00
67001	TB	3/28/00	\$0.00	\$0.00	\$0.00
67399	TC	3/28/00	\$90.00	\$0.00	\$90.00
681	T8	3/27/00	\$0.00	\$0.00	\$0.00

**FECA Sample Data**



60169	TS	3/27/00	\$237.00	\$0.00	\$237.00
68909	TP	3/27/00	\$0.00	\$0.00	\$0.00
681	T8	3/25/00	\$100.00	\$0.00	\$100.00
146	TS	3/24/00	\$1,125.00	\$0.00	\$1,125.00
681	T8	3/24/00	\$723.57	\$0.00	\$723.57
681	TS	3/24/00	\$0.00	\$0.00	\$0.00
681	T8	3/23/00	\$100.00	\$0.00	\$100.00
60050	T8	3/23/00	\$0.00	\$0.00	\$0.00
62204	T8	3/23/00	\$7,512.70	\$0.00	\$7,512.70
67001	TB	3/23/00	\$1,145.00	\$0.00	\$1,145.00
62204	T8	3/22/00	\$15,484.51	\$4,141.92	\$19,626.43
62204	TS	3/22/00	\$988.00	\$0.00	\$988.00
67001	TL	3/22/00	\$0.00	\$0.00	\$0.00
67399	TB	3/22/00	\$0.00	\$0.00	\$0.00
146	TS	3/21/00	\$0.00	\$0.00	\$0.00
60169	T8	3/21/00	\$0.00	\$0.00	\$0.00
146	TF	3/20/00	\$1,806.00	\$0.00	\$1,806.00
67001	DH	3/20/00	\$0.00	\$0.00	\$0.00
681	T8	3/19/00	\$721.36	\$0.00	\$721.36
67001	T8	3/18/00	\$224.19	\$0.00	\$224.19
146	T8	3/17/00	\$713.00	\$0.00	\$713.00
681	TF	3/17/00	\$0.00	\$0.00	\$0.00
67854	TF	3/17/00	\$0.00	\$0.00	\$0.00
146	TS	3/16/00	\$1,105.16	\$0.00	\$1,105.16
681	TJ	3/16/00	\$100.00	\$0.00	\$100.00
681	TR	3/16/00	\$0.00	\$0.00	\$0.00
67004	MI	3/16/00	\$0.00	\$0.00	\$0.00
264	TL	3/15/00	\$107.00	\$0.00	\$107.00
681	T8	3/15/00	\$100.00	\$0.00	\$100.00
62204	T8	3/15/00	\$100.00	\$0.00	\$100.00
62204	T8	3/15/00	\$0.00	\$0.00	\$0.00
67001	TF	3/15/00	\$101.55	\$0.00	\$101.55
67001	TU	3/15/00	\$0.00	\$0.00	\$0.00
146	TS	3/14/00	\$756.65	\$0.00	\$756.65
62204	TC	3/14/00	\$158.00	\$0.00	\$158.00
67001	T8	3/14/00	\$0.00	\$0.00	\$0.00
67001	T8	3/14/00	\$0.00	\$0.00	\$0.00
67001	TL	3/14/00	\$0.00	\$0.00	\$0.00
67865	DM	3/14/00	\$0.00	\$0.00	\$0.00
318	T8	3/13/00	\$0.00	\$0.00	\$0.00

**FECA Sample Data**

681	T8	3/13/00	\$100.00	\$0.00	\$100.00
681	TY	3/13/00	\$100.00	\$0.00	\$100.00
62204	T8	3/13/00	\$0.00	\$0.00	\$0.00
67001	TL	3/13/00	\$189.35	\$0.00	\$189.35
67001	TS	3/13/00	\$142.00	\$0.00	\$142.00
67008	TC	3/13/00	\$306.00	\$0.00	\$306.00
681	T8	3/11/00	\$0.00	\$0.00	\$0.00
62204	TL	3/11/00	\$1,190.50	\$0.00	\$1,190.50
62204	TS	3/11/00	\$203.00	\$0.00	\$203.00
27	TS	3/10/00	\$0.00	\$0.00	\$0.00
67004	TS	3/10/00	\$0.00	\$0.00	\$0.00
146	TB	3/9/00	\$0.00	\$0.00	\$0.00
67001	T8	3/9/00	\$0.00	\$0.00	\$0.00
681	TL	3/8/00	\$0.00	\$0.00	\$0.00
62204	T8	3/8/00	\$9,002.97	\$2,192.05	\$11,195.02
67001	TP	3/8/00	\$48.00	\$0.00	\$48.00
67399	T8	3/8/00	\$677.53	\$0.00	\$677.53
146	TP	3/7/00	\$229.79	\$0.00	\$229.79
264	TS	3/7/00	\$0.00	\$0.00	\$0.00
681	T8	3/7/00	\$0.00	\$0.00	\$0.00
67001	T8	3/7/00	\$0.00	\$0.00	\$0.00
67001	TS	3/7/00	\$489.00	\$0.00	\$489.00
318	TB	3/6/00	\$107.71	\$0.00	\$107.71
681	T8	3/6/00	\$0.00	\$0.00	\$0.00
681	TC	3/6/00	\$169.00	\$0.00	\$169.00
67001	T8	3/6/00	\$0.00	\$0.00	\$0.00
264	TB	3/3/00	\$0.00	\$0.00	\$0.00
318	T8	3/3/00	\$1,631.98	\$0.00	\$1,631.98
681	T8	3/3/00	\$0.00	\$0.00	\$0.00
62204	TC	3/3/00	\$0.00	\$0.00	\$0.00
67004	TB	3/3/00	\$2,509.51	\$0.00	\$2,509.51
67865	TF	3/3/00	\$116.00	\$0.00	\$116.00
67001	TL	3/2/00	\$0.00	\$0.00	\$0.00
67865	T8	3/2/00	\$0.00	\$0.00	\$0.00
27	TB	3/1/00	\$179.40	\$0.00	\$179.40
146	DH	3/1/00	\$737.70	\$0.00	\$737.70
146	TS	3/1/00	\$1,057.00	\$0.00	\$1,057.00
681	DM	3/1/00	\$0.00	\$0.00	\$0.00
67001	TS	3/1/00	\$0.00	\$0.00	\$0.00
67001	TV	3/1/00	\$0.00	\$0.00	\$0.00

**FECA Sample Data**

67004	TD	3/1/00	\$1,021.74	\$0.00	\$1,021.74
146	DH	2/29/00	\$0.00	\$0.00	\$0.00
146	T8	2/29/00	\$392.60	\$0.00	\$392.60
260	TS	2/29/00	\$6,672.76	\$931.92	\$7,604.68
681	TS	2/29/00	\$0.00	\$0.00	\$0.00
62204	TC	2/29/00	\$910.00	\$0.00	\$910.00
263	TB	2/28/00	\$1,171.00	\$1,353.44	\$2,524.44
62204	TS	2/28/00	\$0.00	\$0.00	\$0.00
67001	TB	2/28/00	\$0.00	\$0.00	\$0.00
67001	TB	2/28/00	\$0.00	\$0.00	\$0.00
146	TB	2/25/00	\$0.00	\$0.00	\$0.00
681	T8	2/25/00	\$0.00	\$0.00	\$0.00
681	TB	2/25/00	\$0.00	\$0.00	\$0.00
681	TF	2/25/00	\$944.69	\$0.00	\$944.69
681	TJ	2/25/00	\$0.00	\$0.00	\$0.00
62204	TC	2/25/00	\$0.00	\$0.00	\$0.00
67004	DM	2/25/00	\$0.00	\$0.00	\$0.00
681	TS	2/24/00	\$0.00	\$0.00	\$0.00
62204	TV	2/24/00	\$229.25	\$0.00	\$229.25
67001	T8	2/24/00	\$57.00	\$0.00	\$57.00
67001	TB	2/24/00	\$0.00	\$0.00	\$0.00
243	TU	2/23/00	\$0.00	\$0.00	\$0.00
681	T8	2/23/00	\$0.00	\$0.00	\$0.00
62204	TL	2/23/00	\$0.00	\$0.00	\$0.00
67001	T8	2/23/00	\$0.00	\$0.00	\$0.00
67001	TB	2/23/00	\$735.00	\$0.00	\$735.00
67001	TS	2/23/00	\$0.00	\$0.00	\$0.00
681	TB	2/22/00	\$2,041.97	\$0.00	\$2,041.97
62204	T8	2/22/00	\$1,849.00	\$0.00	\$1,849.00
67001	T8	2/22/00	\$0.00	\$0.00	\$0.00
67001	T8	2/22/00	\$45.00	\$0.00	\$45.00
67001	TB	2/22/00	\$258.00	\$0.00	\$258.00
67001	TB	2/22/00	\$0.00	\$0.00	\$0.00
67001	TL	2/22/00	\$0.00	\$0.00	\$0.00
67004	TY	2/22/00	\$0.00	\$0.00	\$0.00
146	TC	2/19/00	\$0.00	\$0.00	\$0.00
146	TS	2/19/00	\$0.00	\$0.00	\$0.00
62204	T8	2/19/00	\$277.25	\$0.00	\$277.25
243	M9	2/18/00	\$0.00	\$0.00	\$0.00
62204	TR	2/18/00	\$0.00	\$0.00	\$0.00

**FECA Sample Data**

681	T8	2/17/00	\$0.00	\$0.00	\$0.00
60050	TB	2/17/00	\$413.00	\$0.00	\$413.00
62204	T8	2/17/00	\$0.00	\$3,772.10	\$3,772.10
67004	TU	2/17/00	\$1,475.06	\$0.00	\$1,475.06
67001	TI	2/16/00	\$73.00	\$0.00	\$73.00
146	DM	2/15/00	\$0.00	\$0.00	\$0.00
681	T8	2/15/00	\$100.00	\$0.00	\$100.00
67004	TB	2/15/00	\$150.00	\$0.00	\$150.00
67353	TS	2/15/00	\$0.00	\$0.00	\$0.00
62204	TS	2/14/00	\$1,006.00	\$0.00	\$1,006.00
62204	TU	2/14/00	\$80.00	\$0.00	\$80.00
62573	TB	2/14/00	\$2,864.99	\$0.00	\$2,864.99
67001	TB	2/14/00	\$0.00	\$0.00	\$0.00
67001	TS	2/14/00	\$2,029.00	\$0.00	\$2,029.00
67004	T8	2/14/00	\$139.00	\$0.00	\$139.00
27	RB	2/11/00	\$0.00	\$0.00	\$0.00
318	T8	2/11/00	\$175.17	\$0.00	\$175.17
62204	T8	2/11/00	\$102.69	\$0.00	\$102.69
67001	T8	2/11/00	\$0.00	\$0.00	\$0.00
264	TC	2/10/00	\$0.00	\$0.00	\$0.00
60050	TB	2/10/00	\$0.00	\$0.00	\$0.00
67001	M9	2/10/00	\$134.75	\$0.00	\$134.75
67001	T4	2/10/00	\$0.00	\$0.00	\$0.00
318	TY	2/9/00	\$120.83	\$0.00	\$120.83
62204	TC	2/9/00	\$0.00	\$0.00	\$0.00
146	TS	2/7/00	\$522.00	\$0.00	\$522.00
681	T8	2/7/00	\$909.37	\$0.00	\$909.37
62204	TC	2/7/00	\$620.00	\$0.00	\$620.00
67001	TP	2/7/00	\$288.58	\$0.00	\$288.58
67001	TS	2/7/00	\$182.00	\$0.00	\$182.00
681	T8	2/4/00	\$216.00	\$0.00	\$216.00
60169	TC	2/4/00	\$219.00	\$0.00	\$219.00
67865	T8	2/4/00	\$0.00	\$0.00	\$0.00
62204	T8	2/3/00	\$0.00	\$0.00	\$0.00
67001	MI	2/3/00	\$0.00	\$0.00	\$0.00
67400	TC	2/3/00	\$0.00	\$0.00	\$0.00
68909	TL	2/3/00	\$0.00	\$0.00	\$0.00
318	T8	2/2/00	\$0.00	\$0.00	\$0.00
681	TC	2/2/00	\$0.00	\$0.00	\$0.00
62204	T8	2/2/00	\$0.00	\$0.00	\$0.00

**FECA Sample Data**

62204	T8	2/2/00	\$0.00	\$0.00	\$0.00
62204	TY	2/2/00	\$2,124.75	\$0.00	\$2,124.75
67004	TB	2/2/00	\$2,515.70	\$3,970.82	\$6,486.52
67399	TC	2/2/00	\$3,771.28	\$0.00	\$3,771.28
243	TB	2/1/00	\$0.00	\$0.00	\$0.00
264	TC	2/1/00	\$0.00	\$0.00	\$0.00
67001	DM	2/1/00	\$0.00	\$0.00	\$0.00
67001	TC	2/1/00	\$247.39	\$0.00	\$247.39
67399	TF	2/1/00	\$515.03	\$0.00	\$515.03
146	TS	1/31/00	\$0.00	\$0.00	\$0.00
62204	TC	1/31/00	\$8,870.45	\$0.00	\$8,870.45
67399	TB	1/31/00	\$0.00	\$0.00	\$0.00
264	TB	1/27/00	\$0.00	\$0.00	\$0.00
264	TB	1/27/00	\$0.00	\$0.00	\$0.00
67001	T8	1/27/00	\$0.00	\$0.00	\$0.00
67001	TV	1/27/00	\$0.00	\$0.00	\$0.00
67004	TL	1/27/00	\$3,832.32	\$615.98	\$4,448.30
27	T8	1/26/00	\$497.00	\$0.00	\$497.00
67001	TC	1/26/00	\$77.25	\$0.00	\$77.25
67001	TC	1/26/00	\$13,421.42	\$5,891.40	\$19,312.82
67001	TL	1/26/00	\$0.00	\$0.00	\$0.00
67004	TS	1/25/00	\$181.00	\$0.00	\$181.00
67001	TS	1/24/00	\$5,554.02	\$6,305.05	\$11,859.07
62204	TU	1/22/00	\$0.00	\$0.00	\$0.00
67865	TF	1/21/00	\$524.00	\$0.00	\$524.00
681	M9	1/20/00	\$0.00	\$0.00	\$0.00
681	TS	1/20/00	\$0.00	\$0.00	\$0.00
681	TS	1/20/00	\$0.00	\$0.00	\$0.00
62204	T8	1/20/00	\$454.50	\$0.00	\$454.50
62204	TP	1/20/00	\$0.00	\$0.00	\$0.00
67004	TS	1/20/00	\$1,011.00	\$0.00	\$1,011.00
67004	TS	1/20/00	\$558.00	\$0.00	\$558.00
681	T8	1/19/00	\$0.00	\$0.00	\$0.00
60169	TC	1/19/00	\$147.25	\$0.00	\$147.25
67001	T8	1/19/00	\$0.00	\$0.00	\$0.00
67001	TB	1/19/00	\$0.00	\$0.00	\$0.00
67001	TP	1/19/00	\$96.00	\$0.00	\$96.00
67001	TS	1/19/00	\$0.00	\$0.00	\$0.00
67399	TL	1/19/00	\$0.00	\$0.00	\$0.00
146	TS	1/18/00	\$0.00	\$0.00	\$0.00

### FECA Sample Data

263	TH	1/18/00	\$0.00	\$0.00	\$0.00
264	TS	1/18/00	\$137.00	\$0.00	\$137.00
318	T8	1/18/00	\$0.00	\$0.00	\$0.00
318	TC	1/18/00	\$0.00	\$0.00	\$0.00
681	T8	1/18/00	\$0.00	\$0.00	\$0.00
67004	TS	1/18/00	\$141.00	\$0.00	\$141.00
67865	TB	1/18/00	\$25.00	\$0.00	\$25.00
27	CA	1/17/00	\$0.00	\$0.00	\$0.00
681	TI	1/16/00	\$0.00	\$0.00	\$0.00
681	TI	1/16/00	\$0.00	\$0.00	\$0.00
264	TC	1/14/00	\$345.00	\$0.00	\$345.00
67001	TS	1/14/00	\$1,580.93	\$0.00	\$1,580.93
263	TC	1/13/00	\$13,685.97	\$0.00	\$13,685.97
264	TR	1/13/00	\$359.00	\$0.00	\$359.00
681	T8	1/13/00	\$0.00	\$0.00	\$0.00
681	TC	1/13/00	\$0.00	\$0.00	\$0.00
681	TU	1/13/00	\$0.00	\$0.00	\$0.00
62204	T8	1/13/00	\$571.50	\$0.00	\$571.50
62204	TB	1/13/00	\$0.00	\$0.00	\$0.00
264	TS	1/12/00	\$16.00	\$0.00	\$16.00
62204	TL	1/12/00	\$771.00	\$0.00	\$771.00
67001	TB	1/12/00	\$0.00	\$0.00	\$0.00
67001	TS	1/12/00	\$206.91	\$0.00	\$206.91
681	TY	1/11/00	\$0.00	\$0.00	\$0.00
62204	TB	1/11/00	\$0.00	\$0.00	\$0.00
62204	TC	1/11/00	\$112.00	\$0.00	\$112.00
264	TC	1/10/00	\$0.00	\$0.00	\$0.00
681	T8	1/10/00	\$0.00	\$0.00	\$0.00
62204	DM	1/10/00	\$0.00	\$0.00	\$0.00
67001	DH	1/10/00	\$760.53	\$0.00	\$760.53
681	TC	1/8/00	\$0.00	\$0.00	\$0.00
27	RR	1/7/00	\$0.00	\$0.00	\$0.00
67001	TB	1/7/00	\$2,481.00	\$0.00	\$2,481.00
67004	TS	1/7/00	\$981.00	\$0.00	\$981.00
146	TK	1/6/00	\$3,218.96	\$8,590.50	\$11,809.46
62204	T8	1/6/00	\$2,270.00	\$0.00	\$2,270.00
62204	T8	1/6/00	\$1,835.50	\$0.00	\$1,835.50
681	TI	1/5/00	\$0.00	\$0.00	\$0.00
67001	TL	1/5/00	\$0.00	\$0.00	\$0.00
67001	TS	1/5/00	\$0.00	\$0.00	\$0.00

**FECA Sample Data**

62204	T8	1/4/00	\$1,987.77	\$0.00	\$1,987.77
62204	T8	1/4/00	\$10,767.91	\$3,079.37	\$13,847.28
67001	TS	1/4/00	\$1,554.75	\$0.00	\$1,554.75
67004	T8	1/4/00	\$0.00	\$0.00	\$0.00
67004	TI	1/4/00	\$186.00	\$0.00	\$186.00
67004	TL	1/4/00	\$225.20	\$0.00	\$225.20
67865	T8	1/4/00	\$113.00	\$0.00	\$113.00
681	T8	1/3/00	\$0.00	\$0.00	\$0.00
67001	TV	1/3/00	\$0.00	\$0.00	\$0.00
67001	DH	1/1/00	\$852.13	\$0.00	\$852.13

**FECA Sample Data**

## APPENDIX B. CIVILIAN PERSONNEL TOTALS

<b>CIVILIAN PERSONNEL TOTALS</b>					
	<u>'00</u>	<u>'99</u>	<u>'98</u>	<u>'97</u>	<u>'96</u>
<b>Total Employees (Excludes FNIH)</b>	14,410	14,410	15,389	15,710	15,844
<b>HQMC and Other Activities</b>					
HQMC	54	54	54	56	58
HQMC (MCSMA)	241	241	242	269	274
Marine Bks	39	39	42	42	44
HQBN [HQMC]	48	48	53	54	52
MCPASA	590	590	702	793	793
MCSA	75	75	77	80	76
FMFPAC JA					
MARRESFOR	42	42	41	42	49
MCRSC	85	85	88	90	91
WACO	7	7	7	7	7
EACO	6	6	6	5	6
HQFMFLANT	18	18	5	--	--
HQFMFPAC	44	44	40	--	--
CCCT Center	16	16	27	42	24
<b>Training Commands</b>					
EWTG Coronado	9	9	10	11	10
EWTG Norfolk	13	13	21	14	14
MCAD EWTGLANT				8	14
MCOTEA	13	13	14	14	13
MCCDC, Quantico	1,058	1,058	1,057	1,078	1,070
MCRD Parris Island	470	470	480	487	493
MCRD San Diego	236	236	259	266	283
Ft Leonard Wood	--	--	--	3	--
MATSG	5	5	6	5	1
MATSG 90	--	--	--	--	3
Ft Lee	--	--	--	4	4
<b>Camp Pendleton</b>	1,416	1,416	1,458	1,521	1,480
<b>Camp Lejeune</b>	1,543	1,543	1,606	1,620	1,626
<b>29 Palms</b>	636	636	670	657	646
<b>Marine Corps Bases Japan (Excludes FNIH)</b>					
Camp Butler	433	433	435	430	409
Camp Fuji	5	5	7	7	5
<b>Kaneohe Bay</b>	483	483	497	544	524



## CIVILIAN PERSONNEL TOTALS

### West Coast/OCONUS Air Stations (Excludes FNIH)

MCAS Iwakuni	117	117	125	114	106
MCAS Yuma	324	324	325	323	324
MCAS Camp Pendleton	34	34	28	27	23
Miramar (includes El Toro)	401	401	771	588	634
Tustin	--	--	--	43	56
Futenma	9	9	5	5	5

### East Coast Air Stations

MCAS Cherry Point	993	993	1,060	1,084	1,109
MCAF Cherry Point	35	35	33	33	33
MCAF Quantico					
MCAS Beaufort	325	325	336	344	339
MCAS New River	134	134	137	131	126

### Marine Corps Recruiting Commands

1ST MCD	42	42	42	42	43
4TH MCD	35	35	36	33	32
6TH MCD	36	36	36	35	32
8TH MCD	36	36	33	33	30
9TH MCD	33	33	36	34	37
12TH MCD	35	35	36	37	36
MCRC	26	26	--	--	--

### MATCOM

MCLB Albany	1,219	1,219	1,317	1,376	1,379
MATCOM (99-00 only)	13	13	--	--	--
Albany MCIF	824	824	862	924	1,032
MCLB Barstow	608	608	651	687	691
Barstow MCIF	856	856	909	966	1,047
MCTSSA					
SYSCOM/MCRDAC	637	637	659	658	633
DRPM/PEO	53	53	48	44	28

## APPENDIX C. LIST OF TERMS

The following list of terms was taken from the glossary found in the Department of Defense Civilian Personnel Manual [DoD 1400-25.M] dated 18 February 2000. These definitions are provided to assist the reader in understanding the terminology found throughout the FECA statute and this paper.

**Charge-back**: The system through which the Department of Labor (DOL) bills the Department of Defense for payments approved and paid by the Office of Workers' Compensation Program (OWCP).

**Claimant**: An individual whose claim for entitlement to benefits under the FECA has been filed according to the provisions of the FECA.

**Compensation**: Benefits paid or payable under FECA, including money paid because of loss of wages, medical expenses, rehabilitation expenses, loss of use of major body functions, as well as death benefits to survivor(s).

**Continuation of Pay (COP)**: Continuation of regular pay to a traumatically injured employee with no charge to sick or annual leave for the first 45 calendar days of disability. COP is subject to taxes and all other usual payroll deductions.

**Controversion**: The formal administrative procedure through which DoD management presents evidence to OWCP to challenge an employee's claim for benefits. Management may controvert claims for COP that are clearly in conflict with the provisions of the regulations, or if there is serious doubt as to the validity of the claim. Controversions must be thoroughly documented and submitted at the earliest date the facts are available.

**Employees' Compensation Appeals Board**: An entity commonly referred to as "ECAB" is separate from the OWCP in order to give the government employees the same administrative due process of law and the right of appellate review that most non-government workers enjoy under workers' compensation laws of the various states.

**Federal Employees' Compensation Act (FECA)**: Outlines the statutory regulations for the workers' compensation program which is identified in 5 USC 8101 et seq. as amended in 1974.

**Fraud**: An intentional deceptive act, or series of acts, committed by an individual with the specific intent to cause the Department of Defense or OWCP to grant benefits under the FECA which would normally not be granted.

**Injury Compensation Program Administrator (ICPA)**: The individual designated by the Civilian Personnel Officer who oversees and is responsible for the Injury Compensation Program.

**Light Duty**: The temporary or permanent assignment to productive duty of an employee who is partially disabled from a job-related injury or illness and is unable to perform his or her regular duties. The employee's return to work must be recommended by appropriate medical authority and the assigned tasks must be fully consistent with the physical limitations specified by such medical authority.

**Loss of Wage Earning Capacity**: Compensation benefits paid at a reduced rate, based on an employee's ability to earn normal wages due to partial disability, which is job-related.

**Occupations Disease or Illness**: An illness or disease produced by: systemic infections, conditions or repeated stress or strain, exposure to toxins, poisons, fumes, or other continued and repeated exposure to the work environment over a period greater than a single day or work shift. Persons suffering from occupational diseases are limited to injury compensation payments provided by the FECA or to sick or annual leave.

**Office of Workers' Compensation Programs (OWCP)**: The office of the Department of Labor that has overall responsibility for administration of the FECA.

**Partial Disability**: Cases where an employee's injury or illness precludes return to regular duty, but is not totally disabling for all work.

**Reasonable Accommodation**: Reasonable accommodation may include, but shall not be limited to: (1) Making facilities readily accessible to and usable by handicapped persons; and, (2) job restructuring, part-time or modified work schedules, acquisition or modification of equipment or devices, appropriate adjustment for modification of examinations, the providing of readers and interpreters; and, other similar actions such as flexi place employment.

**Rehabilitation**: Services and/or training provided to an injured employee who suffers from a vocational handicap due to a work-related injury or illness and who cannot

resume usual employment. The goal is to successfully place the person in a job that they can perform within their limitations.

**Schedule Awards:** Compensation provided for specified periods of time for the permanent loss or loss of use of each of certain members, organs, or functions of the body. Compensation for proportionate periods of time is payable for partial loss of use of each member or organ. The compensation for schedule awards will equal 66-2/3 percent of the employee's pay or 75 percent when there is a dependent. Schedule awards are payable even if a person is Federally employed or receiving Federal retirement benefits for the period of the awards.

**Total Disability:** When an employee is unable to work in any capacity, as a result of a job-related injury or illness.

**Traumatic Injury:** A wound or other condition of the body caused by external force, including stress or strain. It must be identifiable as to time and place of occurrence and member or function of the body affected. It must be caused by a specific event or incident, or series of events or incidents within a single day or work shift. For example, a strained back caused by lifting a heavy box would be a traumatic injury. Only traumatic injuries entitle employees to COP. Traumatic injuries include damage to or destruction of prosthetic devices or appliances. Eyeglasses and hearing aids are excepted, unless damaged or destroyed as a direct result of a job-related personal injury requiring medical attention.

**Vocational Rehabilitation:** Vocational rehabilitation, including job counseling, placement assistance or formal education may be provided to an injured employee who is unable to return to usual employment because of permanent disability due to injury. Additional compensation, not to exceed \$200 per month, may be paid if it is considered necessary for maintenance when the employee is pursuing an approved training course. The employee will be paid at the total disability rate while participating in an approved training course.

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